Statement of Qualifications

ROUTE 7 - WB TRUCK CLIMBING LANE
FROM ROUTE 9 TO WEST MARKET STREET

State Project No.: 6007-053-133, R201, C501
Federal Project No.: STP-5401(518)
Contract ID Number: C00058599DB54

January 10, 2013

in association with
Archer Western
PARSONS
1. The Letter of Submittal
Archer Western

January 10, 2013

Commonwealth of Virginia
Department of Transportation
1401 E. Broad Street
Richmond, Virginia 23219
Attention: Brenda L. Williams

SUBJECT: Statement of Qualifications – Contract ID Number C00058599DB54
Route 7 – Westbound Truck Climbing Lane
State Project Number 6007-053-133, R201, C501, Federal Project Number STP-5401(518)

Dear Ms. Williams:

The design-build team of Archer Western Construction, LLC (Archer Western), and Parsons Transportation Group Inc. of Virginia (Parsons) is pleased to submit this statement of qualifications for the Route 7 Westbound Truck Climbing Lane Project in Loudoun County. Archer Western and Parsons bring an established working relationship to the Route 7 project, including currently working together in a design-build capacity on the $168 million SunRail Commuter Rail in Florida and on the $8 million reconstruction of the ALSF-2 Pier at Reagan National Airport in Arlington, Virginia. Our firms have also been working together on the continuation of the West-by-Northwest P3 highway pursuit, in Georgia and the I-77 HOV to HOT Conversion Lanes P3 pursuit in North Carolina. Together, we are committed to delivering a successful design-build project to the Virginia Department of Transportation (VDOT).

Headquartered in Atlanta, Archer Western is a general contracting, construction management, and design-build firm organized in Illinois. Focused primarily on open-shop regions across the South and Southeast, Archer Western has maintained a continuous presence in Virginia, including work on such prominent VDOT projects as the 1999 reconstruction of the I-95 James River Bridge and the ongoing I-95 Bridges Reconstruction, in Richmond. Archer Western is the largest subsidiary of the Walsh Group, a 114-year-old, family-owned firm ranked by Engineering News-Record (ENR) in 2012 as the 2nd largest heavy contractor, 2nd largest bridge contractor, 6th largest highway contractor, and 31th largest design-builder in the United States. Within the Walsh Group, Archer Western and its union counterpart, Walsh Construction, operate under the same senior management, a mutually beneficial arrangement that allows for the seamless allocation of resources and expertise. Archer Western is excited to commit its resources and experience, including one of our prominent senior project managers, to VDOT for this project.

With more than 33 years of construction experience, our team’s Design-Build Project Manager, Brian Quinlan, PE, offers proven design-build experience to the project, having participated in design-build projects with a combined value in excess of $190 million, including the Route 895 James River Bridge, in Richmond. A licensed professional engineer in Virginia, Brian also recently oversaw the successful completion of the I-895/Moravia Road and I-495/Branch Avenue interchange projects in Maryland, both of which were completed ahead of schedule and under budget.
Over the last 25 years, Parsons has been preparing design plans for transportation projects throughout the commonwealth. During that time, Parsons has been pleased to provide professional services to many of VDOT’s divisions and districts, most notably the Northern Virginia District, where Parsons has served as the District’s on-call consultant for quality plan reviews. Parsons has provided similar services for other local transportation clients, including the Federal Highway Administration-Eastern Federal Lands Highway Division, Fairfax County, and Prince William County. Parsons has enjoyed successful, repeat relationships with all of these clients, in large part because it understands and has provided innovative solutions to the variety of challenges that face VDOT and other owners on transportation projects in Northern Virginia.

Parsons brings a vast portfolio of National experience and a depth of resources coupled with an experienced design manager and local project knowledge. At a national level, Parsons maintains ISO 9001:2008 Quality Management Certification and is consistently ranked by ENR as one of the top 10 transportation design firms in the country. Parsons represents a proven history of providing complete transportation engineering services throughout the US, including assignments as the lead designer or joint venture partner on more than 60 design-build transportation projects, exceeding $20 billion in the last 10 years. Parsons successfully brings this expertise to bear on transportation projects throughout Virginia. Parsons extensive resources include more than 2,100 personnel in the mid-Atlantic region, primarily located in regional offices in Fairfax, Virginia, and Washington, D.C. This local staff has demonstrated its commitment and capabilities to VDOT through design services provided for every interstate highway in Northern Virginia (I-95, I-395, I-495, and I-66). Notable Virginia accomplishments include Parsons’ current role on the Downtown Tunnel/Midtown Tunnel/Martin Luther King (DT/MT/MLK) Freeway Extension Project in Tidewater as well as major roles in the rebuilding of the Woodrow Wilson Bridge, the Springfield Interchange, and the Capital Beltway Express Lanes, three of the largest transportation projects recently completed in Northern Virginia.

Directly relevant to this project, Parsons qualifications are unmatched. Our proposed Design Manager, Josh Wade, PE, served in the same role for Parsons on the recently completed $560 million Intercounty Connector (ICC) Contract B project in Montgomery County, Maryland. This design-build assignment required expedited design efforts while meeting stringent environmental requirements for wetlands, floodplains, wildlife, and nearby communities. Parsons developed innovative designs to reduce and minimize impacts to the surrounding environment while maintaining project schedules. We are pleased that Josh and many of the key staff and subconsultants from his ICC team will bring their personal experience and lessons learned to the Route 7 project. Furthermore, Josh brings recent VDOT design-build experience from the I-64/Route 15 Interchange Improvement Project at Zion Crossroads for which he is also serving as the Design Manager. The design phase is scheduled for completion well before NTP is planned on the Route 7 Westbound Truck Climbing Lanes. This will provide great benefits in terms of timing and will allow for lessons learned to be applied to this project and remove the learning curve that many others may have. Parsons also brings recent VDOT experience from the similar I-81 Truck Climbing Lanes and the nearby Pacific Boulevard designs. And finally, Parsons is wrapping up the construction plans for the Route 7/15 Widening project located adjacent to this project. The Route 7/15 Widening project has helped build great relationships with all of the stakeholders and third parties in the area including Loudoun County, the Town of Leesburg, the utilities and local communities.

3.2.1 Offeror’s Name and Address: As prime contractor and design-builder, the official representative for the Route 7 project will be as follows:

Offeror’s Name: Archer Western Construction, LLC
Address: 4445 Willard Avenue, Suite 1040, Chevy Chase, MD 20815
3.2.2 **Offeror’s Point of Contact:** Our proposed Design-Build Project Manager will serve as the Point of Contact:

*Offeror’s Primary Contact: Brian Quinlan, PE, Senior Project Manager*
*Address: 4445 Willard Avenue, Suite 1040, Chevy Chase, MD 20815*
*Phone: 301-347-4614 Mobile: 443-744-2066 Fax: 404-495-8701*
*Email: bquinlan@walshgroup.com*

3.2.3 **Principal Officer of the Offeror:** The Principal Officer of Archer Western is as follows:

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

3.2.4 **Structure of Offeror:** The legal structure of the team is organized such that Archer Western will be the signatory to the design-build contract with VDOT, as a limited liability company with all financial responsibility. Additionally, Archer Western will provide all performance and payment bonds for the project. Parsons, serving as the Lead Designer, will be a subcontractor to Archer Western. Team members that will be subconsultants to Parsons include Accompong Engineering Group LLC (DBE); Athavale, Lystad & Associates, Inc. (DBE); Endesco, Inc. (DBE/SWaM); Continental Field Service; Schnabel Engineering Consultants, Inc.; and Rice Associates. NXL Construction Services, Inc. (DBE) and Travesky & Associates will be subcontractors to Archer Western.

3.2.5 **Legal Names of Lead Contractor and Lead Designer:** The design-build team consists of Archer Western Construction, LLC, as the Lead Contractor/Offeror and Parsons Transportation Group Inc. of Virginia as the Lead Designer.

3.2.6 **Affiliates & Subsidiaries:** Please refer to Appendix E for the completed Attachment 3.2.6.

3.2.7 **Debarment Forms:** Please refer to Appendix F for executed debarment forms 3.2.7(a) and 3.2.7(b) from all team members.

3.2.8 **VDOT Prequalification Certificate:** Archer Western’s prequalification ID is 27-0887868, and our status is active. Please refer to Appendix G for supporting documentation.

3.2.9 **Evidence of Bonding:** The letter for evidence of bonding capability from Archer Western’s surety is provided in Appendix H.

3.2.10 **Professional Services Verification:** Please refer to Appendix I for a completed Attachment 3.2.10. In Appendix J, we have attached copies of all Department of Professional and Occupational Regulation (DPOR) and State Corporation Commission (SCC) registrations for all team members that will be providing professional services.

3.2.11 **Disadvantaged Business Enterprise (DBE):** Archer Western is committed to meeting or exceeding the 15 percent DBE participation goal. In fact, Archer Western and Parsons have a successful history of meeting and exceeding project DBE goals. For this project, the Archer Western Team will reach or surpass the established DBE goal by using services from DBE team members such as Accompong Engineering Group LLC; Athavale, Lystad & Associates, Inc.; Endesco, Inc.; and NXL Construction Services, Inc. Archer Western and Parsons have extensive prior experience working with each of these firms and their staff, which provides us with confidence in, and knowledge of, their capabilities, allowing us to successfully integrate them into the team and maximize their utilization on this project.
Our team consists of partners that offer demonstrated design-build experience across the US, extensive local knowledge, and expertise gained from working on projects for VDOT, with a proven record of delivering high-quality projects that exceed owner expectations. We will ensure the success of the Route 7 Westbound Truck Climbing Lane Project through the following:

- **Minimize inconvenience to the public and maximize safety to workers and the traveling public through efficient maintenance of traffic (MOT) and construction staging.** Our team's design staff includes professionals certified as traffic control design specialists by VDOT and the American Traffic Safety Services Association (ATSSA), including the proposed MOT Lead, Laura Wilton, PE. Our Construction staff includes Traffic Control Supervisor, Joe Clark who is verified by VDOT and ATSSA in Intermediate Work Zone Traffic Control. Safety, a key element of MOT and TMPs, is also one of our team’s core values and is the first priority on each of our projects. We will aggressively apply this philosophy to implement a functional MOT plan that will maximize capacity and maintain regional mobility by minimizing travel delays and impacts to the public. As an example, Archer Western implemented an innovative TMP on the $159 million I-10/I-95 “Big I” Interchange project, in Florida, which transformed Jacksonville’s downtown transportation system by providing congestion relief and additional road capacity for approximately 172,000 vehicles daily. This responsive TMP was cited as a major reason for the project winning the 2011 America’s Transportation Award in the on-time, medium project category from the American Association of State Highway and Transportation Officials. Similarly, for the $420 million I-64 Design-Build project in Missouri, Parsons developed an innovative construction phasing and MOT approach that drastically reduced the impact to regional traffic during the entire construction phase of the project, and served as a catalyst to completing this award-winning project on budget and within schedule.

- **Robust and effective Public Involvement Approach.** Marie Travesky, a 30-year veteran of community outreach, leads our team’s approach to keeping Loudoun County, and the Town of Leesburg informed about our project. Marie will utilize several strategic methods to discern information and gather feedback regarding design and construction of the project. This includes briefing public officials, holding community/neighborhood meetings, establishing a website, and making effective use of social media to provide a proactive outreach program.

- **Understanding the importance of working closely with third parties such as utilities.** Our team’s philosophy on projects involving utilities is to be proactive, cooperative, and focus on avoidance rather than relocation. This approach ensures that the correct emphasis is placed upon activities that will impact the project’s critical path and budget. It was this approach and the implementation of our Utility Coordination Plan that greatly reduced the schedule and cost impacts to our design-build Western Wake Freeway Project in Raleigh, North Carolina. This dedication kept the utility relocations off the critical path and contributed to the project opening to traffic 8 months ahead of schedule.

We appreciate the opportunity to submit our qualifications for the design and construction of the Route 7-Westbound Truck Climbing Lane Project. In consideration of our unique experience, we are confident that the Archer Western Team has the professional and financial resources to make the Route 7 project a resounding success.

Very truly yours,

Archer Western Construction, LLC

David B. Casey
Vice President

2410 Paces Ferry Road, Suite 600, Atlanta, Georgia 30339
P: 404.495.8700 F: 404.495.8701 www.wolfgroup.com
An Equal Opportunity Employer
2. Offeror’s Team Structure
2. Offeror’s Team Structure

THE ARCHER WESTERN TEAM

Archer Western is a merit-shop general contractor with a notable aptitude for high profile, technically challenging, heavy-highway projects, examples of which include the current $450 million design-build Western Wake Freeway in North Carolina and the $68 million I-95 Bridges Reconstruction in Richmond. We offer one of our best design-build project managers for the Route 7 Westbound Truck Climbing Lane project.

Brian Quinlan, PE, our Design-Build Project Manager (DBPM), has worked on heavy-highway programs along the Eastern seaboard, including VDOT’s I-95 Bridges Reconstruction and Route 895 in Richmond; the I-95 Express Toll Lanes in Baltimore; the SR 836 Dolphin Expressway in Miami; the I-93 Central Artery in Boston; and the I-676 Vine Street Expressway in Philadelphia. In addition to highways, his experience includes multiple project types, such as his role as construction manager for the WMATA Branch Avenue Subway Station and Line. Brian has the proven ability to satisfy complex, demanding requirements for MOT, coordinate with abutters, and cooperate with adjacent contractors.

Mike Saunders, PE, QA Manager

For the role of Design Manager, we have selected Josh Wade, PE. Josh recently completed his assignment as the design manager of the $560 million design-build ICC-B. Of particular interest from the ICC assignment are the lessons learned on the design and construction of the 2.7 miles of trails, several miles of local roadways, and the extensive public relations (see Appendix B for more details on this project). These trails and neighborhood streets were all designed and constructed without long-term closures and with techniques intended to minimize impacts to adjacent communities and the traveling public. Josh was responsible for the overall management of the design activities, coordination with environmental and construction groups, and successful completion of the design activities. Josh also offers relevant VDOT experience, having provided design services for the widening of a 6-mile, limited-access section of U.S. Route 58 and for the nearby Route 7/15 widening project (Sycolin Road) See Appendix B for more details on this project).

Josh is currently serving as the design manager for the I-64/Route 15 Interchange Modifications design-build project in Zion Crossroads, Virginia. The design phase of the I-64/Route 15 Interchange project is scheduled to be completed by June 2013, prior to the scheduled kickoff of this project, allowing for the additional lessons learned to be applied to this project.
Supporting Josh in key roles identified in the RFQ, as well as other noteworthy roles, are the professionals highlighted below.

**Key Staff**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Yrs. Exp.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dan Walsh, PE</td>
<td>Lead Structural Engineer</td>
<td>31</td>
</tr>
<tr>
<td>Krishna Potturi, PE</td>
<td>Highway Lead</td>
<td>10</td>
</tr>
<tr>
<td>Craig Richardson, RLA</td>
<td>Landscape Architect</td>
<td>26</td>
</tr>
<tr>
<td>Partha Sarathi, PE</td>
<td>H&amp;H Lead</td>
<td>56</td>
</tr>
<tr>
<td>Laura Wilton, PE</td>
<td>MOT Lead</td>
<td>22</td>
</tr>
<tr>
<td>Sajjad Alam, PE</td>
<td>ITS Lead</td>
<td>19</td>
</tr>
<tr>
<td>Prakash Patel, PE</td>
<td>Utilities Lead</td>
<td>34</td>
</tr>
<tr>
<td>Azim Mohammed, PE</td>
<td>Lighting/Signals Lead</td>
<td>9</td>
</tr>
<tr>
<td>Areg Gharabegian, PE</td>
<td>Noise Analysis</td>
<td>32</td>
</tr>
<tr>
<td>Paul Schray</td>
<td>ROW Lead</td>
<td>29</td>
</tr>
</tbody>
</table>

These individuals will report to Josh, lead their discipline task-force meetings, and handle the interdisciplinary reviews of each of the design packages.

**Josh Wade, PE, Design Manager**

- Design Manager for the ICC-B design-build project, where he managed 100+ engineers
- 18 years of experience working with VDOT
- Trail and roadway widening design experience

Josh Wade, PE, Design Manager Greg Anderson, and five other key staff worked in the same capacity on the $560 million **ICC-B design-build** project. This successful working relationship will enable the design team to efficiently manage the design of the Route 7 Truck Climbing Lane project.

**Greg Anderson, PE, Design Quality Manager**

- Design Quality Manager for the ICC A and B design-build projects
- Design Quality Assurance Manager for the Mid-Atlantic Region

Greg Anderson, PE, who has 25 years of quality experience, will serve as the **Design Quality Manager**. He will ensure that Parsons’ QC procedures are followed by reviewing the QC documents for each submittal and tracking their progress. Greg recently served as design quality control manager, responsible for audits and the QA/QC compliance of documents for ICC-A and ICC-B, as well as the I-64/Route 15 Interchange Modifications Design-Build.

**Dan Walsh, PE, Lead Structural Engineer**

- 20 years of experience working for VDOT
- Lead structural engineer for the Dulles Toll Road 4th Lane
- Lead structural engineer for the Fairfax County Parkway
- Lead structural engineer for the I-95/I-495/U.S. Route 1 Interchange design-build project

Dan Walsh, PE, will serve as the **Lead Structural Engineer**. He will lead the design efforts for all structurally related items, including retaining walls. Dan will also be involved in the design reviews of other disciplines, such as utility relocations, to avoid conflicts between designs.

**Andy Palahnuk**, our **Construction Manager**, has a career distinguished by the successful delivery of high-profile infrastructure projects. From his early
days on the Fort McHenry Tunnel in Baltimore, to his current assignment on the I-95 Bridges Reconstruction in Richmond, his transportation experience is replete with projects with challenging MOT requirements, aggressive schedules, and the multilevel coordination of multiple entities. Throughout his 31-year career, Andy has repeatedly demonstrated an impressive ability to analyze and resolve complex technical issues, examples of which include the erection of structural steel for expansion of the Raleigh-Durham International Airport (RDU) terminal building in North Carolina, and the demolition/erection for the replacement of I-95 bridge superstructures in Richmond. Andy’s VDOT experience and team-building skills will prove invaluable to the project.

In addition to dealing directly with VDOT on matters that impact the public, Marie will be our point of contact for interested stakeholders, such as the media, abutters, and the traveling public.

**ORGANIZATIONAL CHART NARRATIVE**

The key structural components of the organizational chart, shown on page 10, are described below.

**Design-Build Project Manager Brian Quinlan, PE** has full authority for design and construction for the Archer Western team. He will serve as VDOT’s primary point of contact and will be responsible for project management. He will supervise the quality assurance, design, construction, safety, and public relations managers; provide constructability reviews; promote safety; oversee the quality management program, preconstruction efforts, design, and construction; and play an essential role in public outreach and third-party communication.

**Quality Assurance Manager Mike Saunders, PE,** from NXL, will report to Brian Quinlan and will have direct access to VDOT. A licensed professional engineer in Virginia, he will ensure that work is performed according to the contract and approved-for-construction plans/specifications. Mike will be responsible for the development of and adherence to the quality program and the QA inspection and testing of all materials used and work performed. He has the authority to stop construction, enforce specification compliance, and issue/require the resolution of all nonconformance reports. To fulfill these responsibilities, Mike will manage an independent QA program that includes QA inspectors, QA testing technicians, and a designated QA testing laboratory that will routinely conduct separate and concurrent tests and analysis of the work.

**Design Manager Josh Wade, PE,** will report to Brian Quinlan and will manage the design team and ensure that its work is in accordance with current VDOT policies, procedures, and guidelines. He will oversee design subconsultants; coordinate design and review schedules; develop/implement corrective measures, if needed; integrate environmental compliance measures into the design; and assign resources, as needed. He will manage the permit process and ensure that all design commitments from the National Environmental Policy Act (NEPA)
Statement of Qualifications
Route 7-Westbound Truck Climbing Lane from Route 9 to West Market Street

document and Record of Decision (ROD) are met. It is noteworthy that, in a similar role on the ICC-B project, Josh coordinated and obtained approvals for more than 40 permits and/or permit modifications. Josh will also stay involved once construction begins, allowing him to oversee design modifications and to review construction documents as work progresses. As another part of that commitment to the construction process, he will attend progress meetings and make monthly site inspections to ensure an immediate response to construction issues.

Construction Manager Andy Palahnuk will report to Brian Quinlan and will manage the construction process in accordance with the approved schedule, including the quality effort that ensures that the materials used and work performed meet contract requirements and approved-for-construction plans and specifications. He will be on-site full time throughout construction and will play a vital role in design development and constructability reviews. He will supervise the Utilities Coordinator Tom Medeiros; Construction Quality Manager Stefan Pustam; project engineers; and the superintendent; while working with Safety Manager Jose Cortez to ensure that the work is done safely. He will also coordinate plan revisions and construction document reviews with Design Manager Josh Wade.

Utilities Coordinator Tom Medeiros, a veteran of the design-build $160 million Jewfish Creek Bridge Replacement project in Florida, will co-locate in the Parsons Fairfax, VA office during the design phase to reinforce the connection between design and construction. During design, he will interact with Utilities Lead Prakash Patel, PE, and with utility representatives. He will also coordinate with ROW Manager Paul Schray to prioritize acquisitions. During construction, he will be the point of contact for utility relocations and for contract utility work.

Construction Quality Manager Stefan Pustam, reporting directly to Andy Palahnuk, will manage/coordinate QC activities, as he is currently doing for the Metropolitan Washington Airports Authority (MWAA) extension of DCA Runway 1-19. This full-time effort will include the supervision of independent technicians and laboratories.

Safety Manager Jose Cortez, CSM will report to Brian Quinlan and will oversee plans and field activities to provide VDOT, construction workers, and the traveling public a safe jobsite environment. Working with Andy Palahnuk, Jose will provide safety training and assist in the development of a job-specific safety plan. Consistent with the Archer Western philosophy that safety is everyone’s responsibility, Jose will also monitor management compliance with the Archer Western Safety Program, with the goal of achieving a project safety culture that enthusiastically embraces a “no one gets hurt” philosophy. Finally, while the Archer Western culture emphasizes positive feedback in an effort to promote desirable behavior and extensive training to eliminate undesirable behavior, if necessary, Jose does have the authority to stop work.

Our key personnel and design firms have worked together on previous successful projects, have positive working relationships, and are available geographically and professionally to hit the ground running.

INTEGRATED TEAM APPROACH
A successful design-build project requires that the design team work seamlessly with the construction team. It is Brian’s responsibility, working with and through the design manager and the construction manager, to establish and support this team approach. The following items are elements of our team approach:

- Co-locate Design-Build Project Manager Brian Quinlan and Utility Coordinator Tom Medeiros with the design team.
- Conduct over-the-shoulder reviews by multidisciplinary, environmental, and construction personnel to ensure constructability and environmental compliance and eliminate conflicts.
- Set up a collaborative Sharepoint site for document management and project coordination.
- Implement our zipper strategy, which pairs designers with their construction counterparts.
- Establish task force teams composed of representatives from Archer Western, Parsons, VDOT, and third parties to expedite the resolution of issues, enhance plan development, and improve coordination.
**Statement of Qualifications**

Route 7-Westbound Truck Climbing Lane from Route 9 to West Market Street

- Conduct construction pre-task planning and activity work plan development that will involve the design team and the construction staff.

---

**Experience Working Together**

The Archer Western team was assembled based on our past relationships on similar projects. Most significantly, the team members we are proposing have an expertise in delivering design-build projects, and have a history of working together. This experience includes:

- **ICC Contracts A and B, MD:**
  - Parsons
  - Endesco
  - NXL
  - Travesky
  - Schnabel

- **I-395/I-95/I-495 Springfield Interchange, VA:**
  - Archer Western
  - Parsons
  - ALA

- **I-64/Route 15 Interchange, VA:**
  - Parsons
  - Endesco
  - Schnabel

- **Route 7/15 Bypass (Sycolin Road), VA:**
  - Parsons
  - ALA
  - Rice Associates

- **DT/MT/MLK, VA:**
  - Parsons
  - NXL

---

Every member of the Archer Western team has worked with Archer Western and/or Parsons in their respective roles. Our team has established strong relationships and a proven track record on design-build projects of this magnitude.

---

**Team Member Roles and Responsibilities**

**Accompong** is led by Conrad Scott, who is a former VDOT design section manager and former Parsons employee. Conrad and his staff will report to Josh and assist with MOT, the TMP, and drainage designs.

**Dan Walsh, PE,** will serve as the lead structural engineer and will report directly to Josh.

**CFS** is a VDOT-prequalified ROW consultant and will manage the ROW efforts, including overseeing the VDOT-prequalified fee appraiser and review appraiser. The ROW services will report directly to Brian.

**Partha Sarathi, PE,** of Endesco, will report to Josh and serve as the technical lead for the drainage engineering and permitting.

**Rice Associates** will provide survey support to the design team as needed.

**Schnabel** will lead all pavement design and geotechnical aspects of the job. Schnabel will report directly to Josh.

**Marie Travesky** will lead the public relations efforts and will report to Brian.

**NXL** will provide the QAM, Mike Saunders, PE, and quality assurance inspection reporting directly to Brian Quinlan, the Design-Build Project Manager.

*Identifies DBE/SWaM firm*
3. Experience of Offeror’s Team
3. Experience of Offeror’s Team

This project addresses safety and operational issues on a section of Route 7 with very steep grades, along with improvements to two interchanges, one at Route 9 and the other at West Market Street (or Route 7 Business). However, it also addresses safety and operational problems associated with the adjacent neighborhood access and circulation and shared-use trails. To address all of these issues and to deliver a successful project to VDOT, the design-build team must have the appropriate experience in working together in design-build, truck facilities/lanes, highway widening, trails (especially the W&OD Trail itself), interchange modifications, secondary roads, public relations, and ROW acquisition.

The Archer Western team is ideally suited for this challenge. In addition to our team’s and Parsons’ impressive design-build successes in similar environments, such as the FDOT’s SR 115/21st Street Interchange and the MdTA ICC Contracts A and B, we have extensive experience in the project area with the Pacific Boulevard design job in Loudoun County, as well as the adjacent Route 7/15 Widening (Sycolin Boulevard) project. The Pacific Boulevard project included a rerouted connection to the W&OD Trail, similar to the one proposed as part of this project, as well as interchange connections and secondary road designs. The Route 7/15 Widening project is directly adjacent to this project and has interaction with the W&OD Trail as well, and will allow for the seamless coordination and lessons learned across the corridor.

In addition, Parsons recently completed the very similar I-81 Truck Climbing Lanes in Montgomery County, Virginia. This project included the design services for developing 30 percent plans for a continuous truck-climbing lane to be added from near milepost 128 to milepost 119.4. Furthermore, Parsons is in the early stages of the I-64/Route 15 Interchange Modification (Zion Crossroads) design-build project in Louisa County, Virginia. The design for the Zion Crossroads project is scheduled to be complete in June, prior to the Route 7 project’s NTP. This will allow for the lessons learned during the design of the interchange modification, a change in interchange types similar to what is being done at Route 9 as part of this job, to be applied to the design phase of this project. Parsons is also one of the only design firms with experience designing dumbbell interchanges, such as the one proposed at Route 9, and has completed work on more than three dozen roundabouts, many of which are integral to interchanges such as the configuration proposed at Route 9. In particular, Parsons recently completed preliminary designs of a dumbbell interchange for Maryland SHA on MD 4 in Prince George’s County, MD, and the design and construction documents for a triple roundabout interchange in Green Oak Township, Michigan, which won a 2008 National Finalist of Engineering Excellence Award from the American Council of Engineering Companies. Throughout most of these design jobs, we have worked with and built relationships with the majority of the design subconsultants proposed as part of this project. This enables us to deliver quality work in record time with little or no learning curve.

In 2003, Archer Western widened and replaced the I-77 Bridge over the New River in Wythe County. Archer Western used rail-mounted straddle cranes to overcome constructability issues due to limited available work space and a severely degraded existing superstructure.

Archer Western is currently constructing FDOT’s SR 115/21st Street Interchange project in Jacksonville, Florida. This design-build project involves the addition of truck lanes on an existing four-lane urban highway connecting the port. Two interchange modifications, as well as road work on adjacent streets, are also included in the scope. Additionally, Archer Western’s design-build SR 400/I-85 Interchange improvement project in Georgia includes the relocation and enhancement of an existing trail and pedestrian bridge. The trail will be temporarily rerouted during construction, allowing it to remain open to patrons. Archer Western and Parsons also have recent experience working together on the replacement of the ALSF-2 Pier at Ronald Reagan Washington National Airport in Arlington, VA.

Our team experience and past successes demonstrate our proven abilities to meet project goals through teamwork, innovation, schedule management, and cost control. The following page highlights our team’s recent experience on similar projects and supplements the Work History Forms found in Appendix B.
### SIMILAR PROJECT EXPERIENCE

<table>
<thead>
<tr>
<th>Project Name and Location</th>
<th>Const. Cost (design only **)</th>
<th>Team Members</th>
<th>Design-Build</th>
<th>Truck Facilities/ Lanes</th>
<th>Widening</th>
<th>Trails</th>
<th>Interchange Modifications</th>
<th>Secondary Roads</th>
<th>Public Relations</th>
<th>ROW Acquistion</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-395/I-95/I-495 Interchange, VA</td>
<td>$112M</td>
<td>AP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-285 Bridges, GA</td>
<td>$159M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-10/I-95 Interchange, FL</td>
<td>$159M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>I-95 Bridges Reconstruction, VA</strong></td>
<td><strong>$68M</strong></td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR 115/21st Street Interchange, FL</td>
<td>$30M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Wake Freeway, NC</td>
<td><strong>$450M</strong></td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR 400 Widening, GA</td>
<td><strong>$47M</strong></td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-85 Vance County Rehabilitation, NC</td>
<td>$29M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-95 James River Bridge, VA</td>
<td>$53M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-64 Bridges at ACCA Yard, VA</td>
<td>$25M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-465/I-70 Interchange, IN</td>
<td>$69M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-80/I-94 Phase 3b, IN</td>
<td>$55M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jimmy DeLoach Connector, GA</td>
<td>$72M</td>
<td>AP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR 400/I-85 Interchange, GA</td>
<td>$21M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR 9B Highway, FL</td>
<td>$68M</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ICC, Contracts A and B, MD</strong></td>
<td><strong>$1B</strong></td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Route 7/15 Widening, VA</strong></td>
<td><strong>$3M</strong></td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>I-81 Truck Climbing Lane, VA</strong></td>
<td><strong>$2M</strong></td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>I-64/Route 15 Interchange, VA</strong></td>
<td><strong>$6.9M</strong></td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pacific Boulevard, VA</td>
<td>$0.3M**</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wards 3 and 4, Roadway Reconstruction, DC</td>
<td>$37M</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woodrow Wilson Bridge, VA/MD</td>
<td>$42M**</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-95 Ramp from FBNA, VA</td>
<td>$2.9M**</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DT/MT/MLK, VA</td>
<td>$44M**</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Route 58, VA</td>
<td>$3M**</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fairfax County Parkway, VA</td>
<td>$3M**</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Oak Township Interchange, MI</td>
<td>$0.45M**</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

AP = Archer Western and Parsons • A = Archer Western • P = Parsons • * = W&OD • ** = Design cost only
Projects shown in **bold** are provided in Appendix B, Work History Forms.
4. Project Risks
4. Project Risks

### Critical Risk: Maintenance and Protection of Traffic/Construction Staging

**Why this risk is critical** – One of the primary goals for a successful Route 7 project is the efficient handling of traffic through and around construction, with the safety of the motorists, pedestrians, workers, and inspectors of the utmost concern. In addition to safety considerations, proper staging within the framework of a good MOT sequencing is essential to meet the project schedule, especially when the construction includes the conversion of an interchange to a new dumbbell configuration, as is the case with this project.

**How this risk could impact the project** – A chronic symptom of poor traffic planning will be traffic jams and noise impacts on the nearby communities (see Risk 2 for more details). A more acute symptom of a poor work zone setup will be accidents that result in personal injury or property damage, which in and of itself is unacceptable. The long-term symptom will be the deterioration of the project schedule due to inefficient prosecution of the work.

**Mitigation strategy for this risk** – Developing construction staging plans requires finesse, experience, and certified professionals. Our team has designers who have developed comprehensive transportation management plans (TMPs) for VDOT Type C projects (Significant Projects-Project Management Category V), such as Route 27/244 Intersection Improvement and the I-95 Ramp from Fort Belvoir North Area (FBNA) and includes traffic control design specialists certified by VDOT and the American Traffic Safety Services Association (ATSSA). Our Highway Lead, Krishna Potturi, PE, and MOT Lead, Laura Wilton, PE, have prepared several MOT plans and TMPs for VDOT. Supporting them will be Conrad Scott of Accompong, who has extensive experience in construction staging and preparing MOT plans. Meetings will be held with the VDOT, the County, and Town of Leesburg to ensure the MOT plans and construction phasing efforts are coordinated and are in line with expectations. Our experience working in the area with VDOT, Loudoun County, and the Town of Leesburg through our recent Route 7/15 widening and Pacific Boulevard projects will lead to the best possible MOT plans and TMP, and in the end, result in a successful and accepted project with minimal impacts to the nearby residents, traveling public, and workers. In addition, our experience from the conversion of the standard diamond to a diverging diamond will allow us to apply the lessons learned from the I-64/Route 15 Interchange Modification project to the Route 7/Route 9 interchange as it is converted to a dumbbell configuration.

To ensure zero errors in the plans, Parsons will implement a strict QA/QC plan. Parsons maintains ISO 9001:2008 quality management certification, and our Design Quality Control Manager, Greg Anderson, PE, will ensure that Parsons’ QC procedures are followed by reviewing the QC documents for each and every submittal, including the MOT and TMP documents. As part of each submittal to VDOT, a Certification of Conformance will be completed by Greg or his representative and included with the submittal. This will document the process for VDOT and help ensure the accuracy and completeness of the packages.

When it comes to the implementation of the traffic plan, Archer Western will assign a construction manager, safety manager, traffic manager, and multiple other frontline supervisors who are currently verified by either VDOT in intermediate work zone traffic control or by ATSSA as a traffic control supervisor (TCS). This level of commitment is consistent with the overall Archer Western approach to safety, which includes a comprehensive safety plan for the entire project, written job hazard analyses for significant work activities, and written daily task hazard analyses for daily activities.

An important goal for the Archer Western team will be to design safe, efficient, and effective construction phasing and staging, that addresses the broader safety and mobility impacts of work zones and minimizes circulation, access, and mobility impacts to local communities and the traveling public. A basic principle of this effort will be to maximize the amount of work in long-term work zones and minimize the amount of work in lane closures. This will also reduce the number of traffic shifts (project phases) and allow for a smoother traffic flow during construction. Significant features of this effort will be innovative designs that simplify the actual work required and proactive attention to public relations.
(see Risk 2 for more details). While the mitigation effort will manifest itself in many ways, some examples include the following:

- Clear and advanced signing – providing improved awareness through a corridor where stopping sight distance is a concern
- Trail specific maintenance, safety measures, and signage
- Use of temporary concrete barrier, especially in locations warranting increased worker safety
- Daily pre-activity meetings to discuss any possible traffic shifts or lessons learned to keep the safety of everyone involved at the forefront.
- Monitoring of traffic levels to reduce any potential impacts to overall traffic operations
- Restricting tie-in activities and traffic shifts to off-peak hours

**VDOT’s role** – It is the contractor’s responsibility to design and implement effective work zones, and thereby maintain and monitor temporary traffic during construction. Our extensive experience in developing, coordinating, and implementing construction phasing and traffic maintenance schemes will get the work done while ensuring the safety of motorists, pedestrians, workers, and inspectors. Our expertise and competence will also reduce VDOT’s role to the typical responsibilities of reviewing, commenting, and approving the design products. The complicated TMP for the I-95 Richmond Bridge Rehabilitation project was enhanced by Archer Western’s input on specific construction activity durations, creating the specific window by which lane closures on I-95 were utilized. The lane closure information is routinely communicated to the public, with VDOT simply monitoring the time window for setup and removal of the lane closures. The following provides testament to the effectiveness of the plan.

---

**Critical Risk**

**Public Involvement**

**Why this risk is critical** – A successful project will be one that is transparent and comprehensible to the public until it is completed, and traffic is flowing more smoothly while impacts to nearby communities are reduced. If the public perceives the project as a disjointed, perplexing, community hindrance, then the project will be the target of negative publicity and public rejection, even when designed and constructed soundly. Coordination with the localities and information flow to the public is critical to the success of and buy-in to the project.

**How this risk could impact the project** – Project impacts may include a deluge of negative press, public rejection, and a strained relationship with third-party stakeholders. Also, a lack of coordination in construction sequencing with adjacent projects will result in a significant impact on traffic operations and potential impacts to the project schedule and safety of the traveling public and project workforce.

**Mitigation strategy for this risk** – We will kick start the project by developing a comprehensive public information and outreach strategy. We will also quickly complete the final noise analysis per VDOT guidelines and set the final locations and heights of the noise walls, with the goal of installing the wall in place early in the construction schedule to reduce both temporary construction and final noise impacts on the nearby neighborhoods. Leading the noise analysis effort will be Areg Gharabegian, our nationally recognized noise analysis expert.

Our public information plan includes assembling a local team that thoroughly understands community concerns and has good working relationships with VDOT, Loudoun County, and the Town of Leesburg, and knows the W&OD Trail and its many users and neighbors. Our recent experience working in the area on the Route 7/15 widening and Pacific Boulevard projects will be invaluable. Our team also includes Marie Travesky of Travesky & Associates, who will lead the public involvement efforts. Marie is an established public involvement leader for several major VDOT projects in northern Virginia. She has spent more than 30 years focused on community relations, developing outreach programs, facilitating meetings, and designing strategic communication

---

“Considering the significant magnitude of the work, the limited inconveniences related to the construction of the Huguenot and I-95 bridge replacements continue to be appreciated. As a daily commuter on I-95 and the Huguenot Bridge, I have been impressed with the efficiency and thorough planning to accomplish these projects. Please pass this along to those who are involved in these projects.” – Don Large, concerned citizen
plans for complex and highly sensitive transportation projects.

Our proven public outreach tools would include the following:

- Elected Officials Briefings
- Community/Neighborhood Briefings
- Website
- Email Communications’ Stream
- Detour Route
- Consult with State Police
- Maintain Toll-free Hotline

**VDOT’s role** – It is the contractor’s responsibility to handle public involvement and coordination with local jurisdictions. Our extensive experience developing, coordinating, and implementing comprehensive TMPs will enable us to conduct composed discussions with the stakeholders and effectively synchronize with other projects in the area. This will serve to insulate VDOT and reduce VDOT’s role in the public involvement/coordination aspects of the project. All of our public involvement activities would be conducted with VDOT’s review and approval, including responses to community questions.

**Critical Risk 3**

**Third-Party Stakeholder Coordination**

**Why this risk is critical** – Third-party stakeholder coordination is a very critical part of this project. The corridor has to be investigated for utilities, and the project must be permitted through VDOT’s district environmental manager. Utilities identification, coordination, and relocation often reside on a project’s critical path, and receipt of our environmental permit can directly impact our ability to commence construction activities.

**How this risk could impact the project** – Utility impacts on a project can be threefold:

1. **Safety** – Accurately locating the utilities prior to construction is critical to our workers’ and the public’s safety through eliminating potential unknown utility strikes
2. **Schedule** – Agreed upon relocation schedules or unanticipated utility damage directly impacts the project’s schedule
3. **Service** – Damaging a utility will impact a service area, resulting in costs and reputation damage that is not accounted for in the budget.

**Mitigation strategy for this risk** – Our approach to utility coordination begins with the assignment of two experienced professionals to lead our efforts. Prakash Patel, PE will lead our design efforts, while Tom Medeiros will focus on location and identification efforts on the construction side. Together, this team will implement our utility coordination plan, which includes the following activities:

- Utility Briefings – conduct one-on-one meetings with known and potential utility companies within the project limits
- Utility Discovery – research previous and adjacent projects for utility leads and information
- Identification – conduct a detailed survey including location, type, and material of construction of utilities within the project limits. Make special note of potential conflict areas
- Innovation – research potential design solutions to eliminate conflicts or relocations
- Documentation – develop relocation matrix detailing utility, type, location, and schedule for any required relocations
- Coordination – hold weekly meetings upon commencement of construction activities, dedicated to keeping the utilities informed as to our schedule and work occurring near their service
- Emergency Action Plan – develop an emergency action plan in conjunction with each utility in the unlikely event that a utility is damaged

Our utility approach is based upon proactive involvement and an attitude of cooperation, with a focus on avoidance and innovation rather than relocation.

**VDOT’s role** – Our extensive experience in dealing with utilities on other design-build projects, coupled with the implementation of our utility coordination plan, will ensure VDOT that the criticality of utility issues on this project is not overlooked. Therefore, VDOT’s role will be no greater than it is on any other project with utility coordination.
5. Appendices
### ATTACHMENT 3.3.1

**KEY PERSONNEL RESUME FORM**

<table>
<thead>
<tr>
<th>Brief Resume of Key Personnel anticipated for the Project.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a. Name &amp; Title:</strong> Brian Quinlan, PE, Senior Project Manager</td>
</tr>
</tbody>
</table>

| **b. Project Assignment:** Design-Build Project Manager |

| **c. Name of Firm with which you are now associated:** Archer Western Construction, LLC |

| **d. Years experience:** With this Firm 4 Years With Other Firms 29 Years |
| Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.): |
| Senior Project Manager, Heavy Civil Construction, Archer Western, 2008 to Present |
| Vice President of Operations, Heavy Civil Construction, Cherry Hill, 2005 to 2008 |
| Vice President of Operations/Project Manager, Heavy Civil Construction, Condotte America, 1998 to 2005 |
| Project Manager, Heavy Civil Construction, Perini, 1994 to 1998 |

| **e. Education:** Name & Location of Institution(s)/Degree(s)/Year/Specialization: |
| BS, Civil Engineering, Georgia Tech, Atlanta, GA, 1979 |
| MBA, University of Maryland, College Park, MD, 2006 |

| **f. Active Registration:** Year First Registered/ Discipline/VA Registration #: |
| Professional Engineer VA: 1999/ Civil/ 0402033291 |

| **g. Document the extent and depth of your experience and qualifications relevant to the Project.** |
| 1. Note your specific responsibilities and authorities for each assignment, 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 assignment. |

**VDOT I-95 BRIDGES RECONSTRUCTION, RICHMOND, VA**

**Contract Value:** $68M

**Project Role/Responsibilities:** Senior Project Manager

1. Brian’s specific responsibilities and authorities included oversight of the project and supervision of the construction manager and safety manager. His specific tasks included the coordination and management of subcontract and supplier solicitation, negotiation, and award; selection of salaried staff; selection of the means and methods for self-performed work; cost control for self-performed work; development of the project schedule; and problem-resolution with the VDOT Richmond District Construction and Engineering Administrator. The project purpose is to reconstruct ten pairs of existing bridges in the I-95/I-64 corridor in Richmond, which includes a pair of bridges at a stream crossing and four bridge widenings. This last is for localized shoulder and on-ramp widening to improve corridor safety. Specific features of work included urban expressway and local street maintenance of traffic (MOT), expressway bridge demolition and reconstruction, roadway construction, and retaining wall construction. While not a design-build project per se, this project required extensive collaboration with the VDOT Designer for preparation and approval of shop drawings, of falsework designs, and of demolition and erection schemes.

2. Experience was with Archer Western (Prime Contractor)

3. From 2010 to October 31, 2013
### MdTA I-95/I-895 INTERCHANGE RECONSTRUCTION, BALTIMORE, MD
**Contract Value:** $54M
**Project Role/Responsibilities:** Vice President of Operations

1. Brian’s specific responsibilities and authorities included oversight of the project and supervision of the construction manager and safety manager. His specific tasks included the coordination and management of subcontract and supplier solicitation, negotiation, and award; selection of salaried staff; selection of the means and methods for self-performed work; cost control for self-performed work; development of the project schedule; and problem-resolution with the MdTA Project Manager and the their Construction Manager. The project purpose was to reconstruct the I-95/I-895 interchange just north of the Baltimore harbor tunnels, including the addition of express toll lanes to increase capacity. Specific features of work included urban expressway and local street maintenance of traffic (MOT), utility relocation, overpass demolition and reconstruction, new expressway bridge construction, roadway construction, retaining wall construction, sound wall construction, temporary and permanent storm water management facilities construction and maintenance, and landscaping.

2. Experience was with Cherry Hill (Prime Contractor)

3. From 2006 to 2008

### MDX DESIGN-BUILD DOLPHIN EXPRESSWAY (SR-836) AND FLORIDA TURNPIKE INTERCHANGE RECONSTRUCTION, MIAMI, FL
**Contract Value:** $36M
**Project Role/Responsibilities:** Design Build Project Manager

1. Brian’s specific responsibilities and authorities included oversight of the project and supervision of the Design Manager, Construction Manager and Safety Manager. His specific tasks included the development of bid and construction design concepts; oversight of design for construction; coordination and management of subcontract and supplier solicitation, negotiation, and award; selection of salaried staff; selection of the means and methods for self-performed work; cost control for self-performed work; development of the project schedule; and problem-resolution with the MDX Program Manager and the PBS&J Construction Manager. One of three Condotte projects that Brian supervised on this corridor-upgrade program, the project purpose was to reconstruct the SR-386/Florida Turnpike interchange west of Miami International Airport to increase capacity by adding lanes (widening) and improving geometry. The specific features of the work included urban expressway and local street MOT, utility relocation, expressway bridge demolition and construction, roadway construction, retaining wall construction, and landscaping.

2. Experience was with Condotte America (Prime Contractor)

3. From 2003 to 2005

### VDOT DESIGN-BUILD I-95/RTE-150/RTE-895 INTERCHANGE RECONSTRUCTION, RICHMOND, VA
**Subcontract Value:** $115M; **Project Role/Responsibilities:** Construction Manager

1. As Construction Manager, Brian’s specific responsibilities and authorities included the day-to-day direction of on-site construction activities through the supervision of the General Superintendent, Site Safety Officer, and engineering staff. His specific tasks included the coordination and constructability reviews of segmental bridge design; coordination and management of construction engineering for segmental operations; coordination and management of subcontractor and supplier solicitation, negotiation, award, and contract administration; selection of the means and methods for self-performed work; cost control for self-performed and subcontracted work; development and maintenance of the critical path method construction schedule; equipment procurement; material procurement; and daily interaction with the Fluor Daniel/Morrison Knudsen Project Manager, the VDOT QA representative, and the Site Blauvelt Contractor Quality Control Manager. The Project Purpose was to construct a new high level crossing of the James River (with high speed tolling), which included expansion of the existing I-95/Rte-150 Interchange. The specific features of work included urban expressway and local street MOT, mainline and ramp bridge construction, and deep foundations featuring six and eight foot diameter drilled shafts.

2. Experience was with Condotte America (Subcontractor to a joint venture of Fluor Daniel and Morrison Knudsen)

3. From 1999 to 2002

### WMATA BRANCH AVENUE STATION AND LINE, SUITLAND, MD
**Contract Value:** $50M; **Role/Responsibilities:** Construction Manager and General Superintendent

1. As Construction Manager and General Superintendent, Brian’s specific responsibilities and authorities included the day-to-day direction of on-site construction activities through the supervision of the superintendents, Site Safety Officer, CQC Manager, and engineering staff. His specific tasks included coordination and management of subcontractors and suppliers; selection of the means and methods for self-performed work; cost control for self-performed and subcontracted work; maintenance of the critical path method construction schedule; equipment procurement; material procurement; and daily interaction with WMATA, various governmental agencies, various utility company representatives, and various abutting property owners. The project purpose was to build a new at grade Metro station, extensive parking facilities, and several miles of guideway. Specific features of work included aerial guideway over sensitive wetlands and over the Suitland Parkway and two simple span street overpasses over the at-grade guideway; as well as street reconstruction, extensive utilities, and local street and parkway MOT.

2. Experience was with Recchi America (now Condotte America)

3. From 1998 to 1999
**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<table>
<thead>
<tr>
<th>Brief Resume of Key Personnel anticipated for the Project.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a. Name &amp; Title:</strong> Michael W. Saunders, PE, CCM, Project Manager/Quality Assurance Manager</td>
</tr>
<tr>
<td><strong>b. Project Assignment:</strong> Quality Assurance Manager</td>
</tr>
<tr>
<td><strong>c. Name of Firm with which you are now associated:</strong> NXL Construction Services, Inc.</td>
</tr>
<tr>
<td><strong>d. Years experience:</strong> With this Firm 1 Years With Other Firms 10 Years</td>
</tr>
</tbody>
</table>

- 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.):

  **Name of Firm:** NXL, Richmond, Virginia     **Start Date:** 11/2011     **End Date:** Present
  **Position:** Project Manager/Quality Assurance Manager
  **Responsibilities:** Mr. Saunders serves as Independent Quality Assurance Manager and Quality Control Manager for Design-Build projects. In addition to his Design-Build duties, Mr. Saunders currently performs Responsible Engineer duties on VDOT’s Huguenot Bridge Replacement project ($50M, estimated completion in 2013).

  **Name of Firm:** VDOT, Richmond District     **Start Date:** 5/2011     **End Date:** 11/2011
  **Position:** Project Control Engineer/Area Construction Engineer
  **Responsibilities:** Mr. Saunders was responsible for quality assurance and for coordinating constructability reviews to include developing pre-advertisement schedules and construction sequences; and District Wide NOI and claims analysis. Project assignments included Design Build and Locally Administered Projects.

  **Name of Firm:** VDOT, Richmond District     **Start Date:** 1/2007     **End Date:** 5/2011
  **Position:** Area Construction Engineer, Richmond District, Southern Area Construction
  **Responsibilities:** He provided Responsible Charge supervision and technical guidance during project delivery for design-build and design-bid-build projects. He also assisted the Fredericksburg District with a Regional Design-Build Bridge Replacement project.

  **Name of Firm:** VDOT, Salem District     **Start Date:** 3/2004     **End Date:** 4/2005
  **Position:** Architect/Engineer I
  **Responsibilities:** Mr. Saunders assisted in the Land Development and Maintenance Program Operations.

  **Name of Firm:** VDOT, Christiansburg Residency     **Start Date:** 6/2001     **End Date:** 2/2004
  **Position:** Transportation Engineer Associate
  **Responsibilities:** Mr. Saunders completed the Associate Engineers Program at the Christiansburg Residency.

  **e. Education:** Name & Location of Institution(s)/Degree(s)/Year/Specialization:
  **Bachelor of Science / 2001 / Civil Engineering, Virginia Tech, Blacksburg, VA**

  **f. Active Registration:** Year First Registered/ Discipline/VA Registration #:
  **2005 / Virginia Professional Engineer / 0402 041295**

  **g. Document the extent and depth of your experience and qualifications relevant to the Project.**
  1. **Note your specific responsibilities and authorities for each assignment, 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 assignment.**

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

**Project:** VDOT Route 36 Design Build Improvements, Prince Georges County, Virginia

- **Name of Firm:** NXL Construction Services, Inc.     **Start Date:** 12/2011     **Finish Date:** 1/2013

- **Project Role:** Quality Assurance Manager (QAM)
Responsibilities: Construction of improvements to Routes 36 and 144 near Fort Lee in Prince George County. The project includes improvement to approximately 0.9 mile of Route 36 and approximately 0.5 miles of Route 144. Mr. Saunders serves as the project’s Quality Assurance Manager where he is responsible for:

- Preparation of project’s Quality Assurance and Quality Control Plans.
- Oversight of QA program, including performance and coordination of QA testing and inspection.
- Monitoring QC program and liaising with VDOT with respect to project compliance.
- Approving QC Plan for staffing and testing before submission to VDOT.
- Project documentation including diaries, materials reports, as-builts, requisitions, and final records.
- Managing the project QA staff to ensure compliance with contract, plans, and specifications.

Client/Owner Contact: Tom Gilman, PE, VDOT Project Manager, (804) 266-1465

Project: VDOT I-295/Meadowville Interchange, Richmond District, Virginia
Name of Firm: NXL Construction Services, Inc. Start Date: 11/2011 Finish Date: 12/2011
Project Role: Quality Control Manager (QCM)
Responsibilities: Mr. Saunders served as the Quality Control Manager (QCM) reporting to the Construction Manager, while in parallel reporting all sampling, testing, visual inspections, certifications, and daily diaries to the QAM. He led the QC team and directed the activities of the QC staff. Other duties included:

- Leading all preparatory inspection meetings.
- Coordinating with QAM to monitor the installation and maintenance of erosion and sediment controls.
- Coordinating with the CM to monitor work zone safety and traffic management plans.
- Coordinating with the QC testing firm to ensure conformance with VDOT 2008 design-build guidelines.
- Managing the QC staff to ensure compliance with contract, plans, and specifications.

Client/Owner Contact: Harold Dyson PE, VDOT Richmond District Constr. Manager, (804) 524-6211

Project: VDOT I-295/Meadowville Interchange, Chesterfield, Virginia
Name of Firm: Virginia Department of Transportation Start Date: 4/2011 Finish Date: 11/2011
Project Role: Area Construction Engineer/Project Manager
Responsibilities: VDOT’s Project Manager during final design and phase 1 construction a cloverleaf interchange. Duties included attending regularly scheduled progress meetings, reviewing project documentation, reviewed and approved pay applications and coordinated IA/IV testing. After leaving VDOT, Mr. Saunders continued duties as Quality Control Manager for this project with NXL, seeing the project through to close out.

Client/Owner Contact: Harold Dyson PE, VDOT Richmond District Constr. Manager, (804) 524-6211

Project: Region 4 Design-Build Structures Project, Various Counties, Virginia
Name of Firm: Virginia Department of Transportation Start Date: 4/2010 Finish Date: 11/2011
Project Role: Project Manager
Responsibilities: VDOT’s Project Manager during the construction of various bridge superstructure replacements throughout the Richmond District. Duties included making responsible charge decisions, attending regularly scheduled progress meetings, reviewing project documentation for compliance with contract documents, coordinated IA/IV testing and handled public/stakeholder concerns throughout the duration of the project.

Client/Owner Contact: Rob Shackelford PE, VDOT Fredericksburg District Constr. Mgr., (540) 654-1511

Project: Route 10 Widening & Bridge Replacement, Chesterfield, Virginia
Name of Firm: VDOT/NXL Construction Services, Inc. Start Date: 4/2011 Finish Date: 6/2013 (est.)
Project Role: Area Construction Engineer/Responsible Engineer
Responsibilities: Responsible engineer overseeing the construction of this project which includes coordination with Chesterfield County, the contractor, Dominion Virginia Power, CSX railroad and the FHWA. *Mr. Saunders remained in the same role on this project when he transitioned from VDOT to consultant firm.*

Client/Owner Contact: Harold Dyson PE, VDOT Richmond District Constr. Manager, (804) 524-6211
**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

**Brief Resume of Key Personnel anticipated for the Project.**

<table>
<thead>
<tr>
<th>a. Name &amp; Title: Josh Wade, PE, Project Manager/Design Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. Project Assignment: Design Manager</td>
</tr>
<tr>
<td>c. Name of Firm with which you are now associated: Parsons Transportation Group Inc.</td>
</tr>
<tr>
<td>d. Years experience: With this Firm 18 Years With Other Firms 0 Years</td>
</tr>
<tr>
<td>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.):</td>
</tr>
<tr>
<td>Project Manager/Design Director, Parsons Transportation Group Inc., 1994 to Present</td>
</tr>
<tr>
<td>e. Education: Name &amp; Location of Institution/Degree(s)/Year/Specialization:</td>
</tr>
<tr>
<td>BS, Civil Engineering, University of Maryland-College Park, 1993</td>
</tr>
<tr>
<td>MBA, Business Administration, University of Maryland University College (UMUC), 2009</td>
</tr>
<tr>
<td>f. Active Registration: Year First Registered/Discipline/VA Registration #:</td>
</tr>
<tr>
<td>Professional Engineer VA: 1999/Civil/0402 032924</td>
</tr>
<tr>
<td>g. Document the extent and depth of your experience and qualifications relevant to the Project.</td>
</tr>
<tr>
<td>1. Note your specific responsibilities and authorities for each assignment, not those of the firm.</td>
</tr>
<tr>
<td>2. Note whether experience is with current firm or with other firm.</td>
</tr>
<tr>
<td>3. Provide beginning and end dates for each assignment.</td>
</tr>
<tr>
<td>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</td>
</tr>
<tr>
<td>I-64 / ROUTE 15 (ZION CROSSROADS) INTERCHANGE IMPROVEMENT, LOUISA COUNTY, VA</td>
</tr>
<tr>
<td>Construction Value: $6.8M</td>
</tr>
<tr>
<td>Project Role/Responsibilities: Design Manager</td>
</tr>
<tr>
<td>1. The project is located in Louisa County, Virginia, at the interchange of Route 15 and I-64. The purpose of the project is to improve traffic operations and increase safety at the interchange and along Route 15. The improvements will consist of a conversion of the interchange configuration from a standard diamond to a Diverging Diamond Interchange (DDI). As the Design Manager, Josh is responsible for the design efforts of this VDOT design-build project. Our winning concept modified the RFP plans and improved maintenance, safety and operations further while reducing overall costs and construction time. Though the project is in its early stages, the 30% design submittal has been submitted ahead of schedule and the overall design phase is scheduled to be completed prior to the Route 7 NTP. The Zion Crossroads project is similar to the Route 7 WB Truck Climbing Lane project because it is a design-build project for VDOT, it consists of the conversion of an interchange and includes heavy truck traffic issues.</td>
</tr>
<tr>
<td>2. Experience is with the current firm, Parsons</td>
</tr>
<tr>
<td>3. From 9/2012 to 6/2013 (End of Design Phase)</td>
</tr>
<tr>
<td>INTERCOUNTRY CONNECTOR DESIGN-BUILD CONTRACT B, MONTGOMERY COUNTY, MD</td>
</tr>
<tr>
<td>Construction Value: $560M</td>
</tr>
<tr>
<td>Project Role/Responsibilities: Design Manager</td>
</tr>
<tr>
<td>Recently won ENR's Best Transportation Project in the Mid-Atlantic Region.</td>
</tr>
<tr>
<td>1. As the Design Manager, Josh is responsible for the design efforts of the large design-build project. The project consists of approximately 7 miles of new, controlled access, six-lane tolled roadway and two interchanges: ICC/MD 182 and ICC/MD 650. The construction of Contract B is in some of the most sensitive environmental areas along the complete ICC alignment. The work also includes mainline, ramps, cross roads, and pavement design; utility relocations; bridges; retaining walls; noise walls; earth berms; drainage facilities; landscaping; signing, signals, lighting, and pavement markings; tolling infrastructure; maintenance of traffic; ITS devices; public relations support; and environmental compliance.</td>
</tr>
</tbody>
</table>
| Josh took a hands-on approach to the project, getting involved and overseeing every aspect of the design of the project. He assisted in the development of the overall project schedule, reviewed day-to-day progress, and ensured the successful completion of the project, on time and under budget. His hands-on, team-building approach to the
A- 6

project management ensured full involvement, from the client to each of the disciplines, including roadway and structures, environmental, construction, and all third parties, and it resulted in a team atmosphere, where all voices and ideas were heard and respected. This team process, whereby all voices were heard and all viewpoints involved in early planning and design reviews, meant that, at the end of the process, all designs were the best they possibly could be, reducing impacts and maintaining the schedule and budget, all while producing a superior product.

At the peak of the project, Josh was managing more than 100 engineers on-site from Parsons and the many subconsultants, including dozens working remotely. The success of such a complex project also relied on the use of several tools and lessons learned, including the following:

• Discipline and/or challenge-specific task forces – Where representatives from each group (client, third parties, design disciplines, construction, and environmental) would come together on a weekly basis to work through issues on the project in an open, respectful atmosphere.

• Electronic document and file control, along with ProjectWise for design file management – These tools allowed for the full management of all documentation and design development throughout the project and eliminated waste and errors caused by emailing or sending of files via other methods. This not only eliminated errors by allowing users to check out and have access to design changes instantly but it also eliminated any lost time spent sending CDs or record sets through the mail.

• Interdisciplinary, constructability, and environment reviews – Early and frequent reviews of the challenges and designs by each of the engineering disciplines, construction staff, and environmental personnel drastically reduced the number of field changes and issues encountered in the field later in the project. These reviews, along with the reviews of the client and third parties, helped to anticipate problems and improve the overall designs. Electronic file control, including the use of ProjectWise, assisted greatly with these reviews.

• Phased construction – The use of phased construction is one of the largest benefits of the design-build process. This allows the design-build team to get construction teams rolling sooner (as opposed to developing full plan sets prior to starting construction) and allows for adjustments to be made according to conditions in the field more fully. It also allows for a greater ability to handle critical path elements by allowing the contractor to work around long-lead items or to innovate on means or methods, reducing costs or improving schedule times.

• Integrated schedule – An integrated schedule helps to show the impact on delays or changes to design or other elements of the project. Changes to the design schedule immediately show the impact to the construction schedule and can be used to determine staffing needs well in advance. The integrated schedule also allows you to see what the critical path is for the overall schedule (not just construction) and allows the design-build team to maximize its planning efforts, saving time and money.

2. Experience is with the current firm, Parsons
3. From 2008 to 11/2011

FHWA EASTERN FEDERAL LANDS SERVICES ON-CALL, NORTHERN REGION
Contract Value: $1M/year
Project Role/Responsibilities: Program Manager
The assignments include roadway and bridge designs, environmental studies, traffic engineering and transportation planning, hydraulics and hydrology, value engineering/value analyses, geotechnical investigations, and surveying and mapping. Josh’s responsibilities included overall program management, as well as individual project management for several tasks. Included in the tasks Josh participated on for this contract are: The I-95 Ramp From Fort Belvoir North Area (FBNA), Manassas National Battlefield Bypass, and Fairfax County Parkway and Utilities.

2. Experience is with the current firm, Parsons
3. From 1/2007 to 12/2011

VDOT U.S. ROUTE 58 DESIGN, PATRICK, FLOYD, AND CARROLL COUNTIES, VA
Contract Value: $3M
Project Role/Responsibilities: Project Engineer
As Project Engineer, Josh developed construction plans for this nearly 6-mile, limited-access section of Route 58, including the design of alignment, grading, drainage, stormwater management, erosion, and sediment control plans. Work that provided design plans for the new bridge for the Blue Ridge Parkway over Route 58 was coordinated with the Federal Highway Administration.

2. Experience is with the current firm, Parsons
**DDOT UNION STATION BICYCLE TRANSIT CENTER, WASHINGTON, D.C.**

**Contract Value:** $4M  
**Project Role/Responsibilities:** Project Manager

The bike station project, the first of its kind on the East Coast, consisted of the planning, design, and construction management of a 1,700-square-foot structure meant to house 150 bicycles and add to the multimodal options at the historic Union Station. Josh provided overall project management, including oversight of roadway, structural, systems, architecture, and construction management. This included coordination with the National Park Service, Architect of the Capital, Amtrak, Washington Metropolitan Area Transit Authority, and Union Station Redevelopment Corporation. The project received the 2010 ACEC (American Council of Engineering Companies) National Engineering Excellence Honor Award. As stated by U.S. Secretary of Transportation Ray LaHood on his weekly blog, “This is a smart investment in truly multi-modal commuting. It is attractive; it is green; it provides what bicycling commuters need. And it is a model of the sustainable, livable mobility this nation needs now.”

2. Experience is with the current firm, Parsons
3. From 8/2005 to 8/2008
ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

<table>
<thead>
<tr>
<th>Brief Resume of Key Personnel anticipated for the Project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Name &amp; Title: Andy Palahnuk, Project Manager</td>
</tr>
<tr>
<td>b. Project Assignment: Construction Manager</td>
</tr>
<tr>
<td>c. Name of Firm with which you are now associated: Archer Western Construction, LLC</td>
</tr>
<tr>
<td>d. Years experience: With this Firm 6 Years With Other Firms 24 Years</td>
</tr>
<tr>
<td>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.):</td>
</tr>
<tr>
<td>Project Manager, Heavy Civil Construction, Archer Western, 2005 to Present.</td>
</tr>
<tr>
<td>General Manager, Heavy Civil Construction, Rifenburg Construction, 2001 to 2005.</td>
</tr>
<tr>
<td>Project Manager, Job Superintendent, Project Engineer, and Engineer, Heavy Civil Construction, Kiewit Companies, 1982 to 1999.</td>
</tr>
<tr>
<td>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</td>
</tr>
<tr>
<td>BS, Construction Management, Southern Polytechnic State University, Marietta, GA, 1989</td>
</tr>
<tr>
<td>AAS, Construction Engineering, Hudson Valley Community College, Troy, NY, 1982</td>
</tr>
<tr>
<td>f. Active Registration: Year First Registered/ Discipline/VA Registration #:</td>
</tr>
<tr>
<td>n/a</td>
</tr>
<tr>
<td>g. Document the extent and depth of your experience and qualifications relevant to the Project.</td>
</tr>
<tr>
<td>1. Note your specific responsibilities and authorities for each assignment, not those of the firm.</td>
</tr>
<tr>
<td>2. Note whether experience is with current firm or with other firm.</td>
</tr>
<tr>
<td>3. Provide beginning and end dates for each assignment.</td>
</tr>
<tr>
<td>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</td>
</tr>
<tr>
<td>VDOT I-95 BRIDGES RECONSTRUCTION, RICHMOND, VA</td>
</tr>
<tr>
<td>Contract Value: $68M</td>
</tr>
<tr>
<td>Project Role/Responsibilities: Construction Manager</td>
</tr>
<tr>
<td>1. Andy’s specific responsibilities and authorities to this project are to provide onsite day-by-day management of the project office staff, field supervision, quality technicians, and safety manager, as well as planning and coordinating with VDOT and their designer. His specific tasks include the coordination and management of subcontractors, supervising salaried staff; planning and coordinating means and methods for self-performed work; cost control for self-performed work; development of the project schedule; and problem-resolution with the VDOT Area Construction Engineer. The project purpose is to reconstruct ten dual bridges in the I-95/I-64 corridor in Richmond, including a dual bridge stream crossing. The bridge work also included four bridge widenings and the associated shoulder widening and merge lane extension necessary to improve overall corridor safety. Specific features of work included urban expressway and local street maintenance of traffic (MOT), expressway bridge demolition and reconstruction, roadway construction, and retaining wall construction. The bridgework is notable for the precast composite superstructure units (PCU) that require rigorous expressway traffic control for overnight installation. The schedule for casting and installing these same PCU also requires extensive quality measurements by a certified technician to verify concrete strengths for stripping, moving, and opening to traffic. In addition, while technically not a design-build project, this project requires similar management skills for its design coordination of falsework means and methods, PCU shop-drawings, and demolition and erection schemes. It also included a significant collaborative VECP effort with VDOT to reconcile bridge foundation conflicts with both an existing transmission line foundation and a large drainage tunnel.</td>
</tr>
<tr>
<td>2. Experience was with Archer Western (Prime Contractor)</td>
</tr>
<tr>
<td>3. From 2010 to 9/2013</td>
</tr>
</tbody>
</table>
RDU AIRPORT AUTHORITY TERMINAL 2 BUILDING, RDU AIRPORT, NC  
Contract Value: $410M  
Project Role/Responsibilities: Construction Manager  
1. Andy’s specific responsibilities and authorities to the project were to provide onsite day by day management of the office staff, field supervision, and safety manager, as well as planning and coordinating with RDU Airport Authority and their Architect. His specific tasks consisted of heavy civil work outside of the building, the building’s concrete and steel structure, external curtain wall, and roof systems; all while not disrupting required vehicle or pedestrian movements. This included the coordination and management of subcontractors; planning and coordinating means and methods for self-performed work; cost control for self-performed work; development of the project schedule; and problem-resolution with the Airport Authority, architect, and design engineers. The project purpose was to construct a new terminal building and adjacent ramp. Specific features of work included fuel system piping, water & sewer lines, storm drains, asphalt & concrete paving, retaining walls, foundation concrete, concrete floors, structural steel framing, heavy timber roof trusses, curtain wall, and a stainless steel roof system. Noted for its complexity, the project nonetheless received recognition from the Owner as the “safest job in North Carolina”.  
2. Experience was with Archer Western (Prime Contractor)  
3. From 2005 to 2010  

RDU AIRPORT AUTHORITY GENERAL AVIATION RAMP & TAXIWAY CONSTRUCTION, RDU AIRPORT, NC  
Contract Value: $20M  
Project Role/Responsibilities: Construction Manager  
1. Andy’s specific responsibilities and authorities to the project were to provide onsite day-by-day management of the project office staff and field supervision, as well as planning and coordinating with RDU Airport Authority and design/construction engineer. His specific tasks included the coordination and management of subcontractors; coordinating salaried staff; planning and coordinating means and methods for self-performed work; cost control for self-performed work; development of the project schedule; and problem-resolution with the airport authority and design engineer. The project purpose was to construct new ramp and taxiway for the new general aviation building. Specific features of work included; demolition of existing hangars, demolition of existing pavements, storm drain system, water & sewer lines, retaining walls, site grading, and asphalt and concrete paving.  
2. Experience was with Rifenburg Construction (Prime Contractor)  
3. From 2003 to 2004  

NCDOT I-85 NBL PAVEMENT OVERLAY, GRANVILLE COUNTY, NC  
Contract Value: $13M  
Project Role/Responsibilities: Construction Manager  
1. Andy’s specific responsibilities and authorities to the project were to provide onsite day-by-day management of the office staff, field supervision, and supervision, as well as planning and coordinating with NCDOT’s Resident Engineer and team. His specific tasks included the coordination and management of subcontractors; coordinating salaried staff; planning and coordinating means and methods for self-performed work; cost control for self-performed work; development of the project schedule; and problem-resolution with the NCDOT Resident Engineer. The project purpose was to overlay 10 miles of I-85 existing northbound lanes with an asphalt drainage course and new concrete pavement. Specific features of work included; traffic control (MOT) for both expressway and local streets, mainline pavement overlay consisted 2” of asphalt drainage course and 8” of concrete pavement, shoulder under-drain system, storm drain adjustments, shoulder grading, asphalt shoulder pavement, and jacking of an existing bridge.  
2. Experience was with Kiewit Companies (Prime Contractor)  
3. From 1997 to 1998  

GADOT PRINCE AVENUE INTERCHANGE RECONSTRUCTION, ATHENS, GA  
Subcontract Value: $7M  
Project Role/Responsibilities: Construction Manager  
1. Andy’s specific responsibilities and authorities to the project were to provide onsite day-by-day management of the office staff and field supervision, as well as planning and coordinating with GADOT’s Resident Engineer and team. His specific tasks included the coordination and management of subcontractors; coordinating salaried staff; planning and coordinating means and methods for self-performed work; cost control for self-performed work; development of the project schedule; and problem-resolution with the GADOT Resident Engineer. The project purpose was to reconstruct the Prince Avenue interchange with GA State Route 10. Specific features of work included; urban expressway and local street maintenance of traffic (MOT), widening five bridges, localized bridge demolition, grading and paving new on and off ramps, widening existing urban streets, retaining wall construction, and storm drain installation.  
2. Experience was with Kiewit Companies (Prime Contractor)  
3. From 1995 to 1997
## ATTACHMENT 3.4.1(a)

**LEAD CONTRACTOR - WORK HISTORY FORM**

| 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) |
|---------------------------|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------
| I-95 Bridges Reconstruction Richmond, Virginia | URS Corporation | Virginia Department of Transportation  
Mr. Scott Fisher, PE  
2018 W. Laburnum Avenue, Suite 200  
Richmond, VA 23227  
Ph: (804) 213-9740 | October 2014 | April 2014 | $67,957 | $67,957 |

### Firm’s Role:

Archer Western was the prime contractor for this bridge reconstruction and Interstate 95 widening project in Richmond, VA.

### Project Narrative:

This project consists of rehabilitation of 11 interstate bridges on I-95 in Richmond, VA; including 2 miles of shoulder widening and extension of acceleration lanes. Bridgework is primarily superstructure work that includes nightly bridge deck/beam removal and immediate replacement with precast composite deck sections. Substructure work is focused on rehabilitation of existing substructure elements, although it includes construction of new substructure and retaining walls as required for widening of four bridges. MOT requirements are extensive because I-95/I-64 in Richmond must be reduced to one-lane in each direction for approximately 200 nights of superstructure replacement in a 2-year period. The project also includes an extensive construction engineering effort for superstructure shop drawings, temporary falsework, pier reconstruction, superstructure demolition/erection plans, and three approved VECPs.

### Relevance to Route 7 WB Truck Climbing Lane Project:

- Complex phased construction with stringent MOT criteria
- Project included widening and interchange modifications with multiphase maintenance-of-traffic plan that included significant work restrictions and service level requirements
- Substructure work involved coordination with several utilities to ensure service was not impacted
- Requirement for coordination of schedule and work hours with multiple stakeholders and schools
- Worked with engineer in design-build atmosphere to develop VECPs

### Lessons Learned:

- Detailed work planning, and extensive coordination on the lane closures has reduced the time required for each closure.
- Attention to temporary signing is essential to maintaining smooth traffic flow through construction zones, particularly during Phase transitions.
- Public media is an important tool for creating public awareness of project activities.
- Project outcomes are directly related to the working atmosphere on the project so a positive relationship with the client (VDOT) is of paramount importance
- Meeting with multiple third parties to keep them informed of construction operations benefits construction and the owner’s public image.

---

b. 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.
ATTACHMENT 3.4.1(a)
LEAD CONTRACTOR - WORK HISTORY FORM

a. Project Name & Location
Western Wake Freeway, Raleigh, North Carolina

b. Name of the prime design consulting firm responsible for the overall project design.
The LPA Group (Michael Baker Jr.)

North Carolina DOT
Mr. Jason Peterson, PE
1578 Mail Service Center
Raleigh, NC 27699
Ph: 919-836-4878

Firm's Role: Archer Western was the prime contractor for this design-build toll road project with multiple interchanges in Raleigh, NC.

Project Narrative: The Western Wake Freeway will form part of the Triangle Expressway and will extend from NC 55 at SR 1172 in Apex to NC 55 near SR 1630, a distance of approximately 13 miles. The new six lane, median-divided toll road will provide a high speed, multi-lane controlled access road to accommodate the increasing transportation demand in Western Wake County. This design-build project includes the design and construction of the six lane divided highway including all L-lines, Y-lines, ramps, loops, auxiliary lanes, collector-distributors, service roads, and widening and improvements. The mainline is referred to as the L-line and the cross roads are referred to as the Y-lines. There are 14 Y-lines that will cross the proposed roadway, four of which will become interchanges for the Western Wake Freeway. There will also be an interchange located at the North end of the freeway.

Relevance to Route 7 WB Truck Climbing Lane Project:
- Design-build delivery of highway with multiple cross streets
- Complex phased construction with stringent MOT criteria at the new interchanges and over the existing crossroads
- Project with multiphase maintenance-of-traffic plan at the new interchanges
- Requirement for coordination of schedule and work hours with multiple agencies and schools
- ROW services and acquisition part of project
- Multiple municipalities and two Counties involved as stakeholders
- Coordination with over 15 separate utilities and relocation at several locations along project corridor

Lessons Learned:
- Detailed work planning, and extensive coordination with local home owner associations and community groups has improved relationship with NCDOT and community.
- Attention to temporary signing is essential to maintaining smooth traffic flow through construction zones, particularly during Phase transitions.
- Public media is an important tool for creating public awareness of project activities.
- Project outcomes are directly related to the working atmosphere on the project so a positive relationship with the client (NCDOT) is of paramount importance. A formal partnering process was instituted at the beginning of the project and it has been extremely successful.
- Meeting with utility companies impacted by the project early in the design process keeps the utilities relocations off the critical path of the schedule.
- Utility coordination meetings need to be held both as a group and individually to prevent relocations from impacting other utilities.
<table>
<thead>
<tr>
<th>Firm's Role:</th>
<th>Project Narrative:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Archer Western was the Prime Contractor for this 10-mile widening project on one of the busiest expressways in Georgia.</td>
<td>The project included 9.958 miles of widening for additional lanes, PCC paving, and sound barrier installation on SR 400 beginning at the Southbound Exit 7 Ramp and extending North to McFarland Road. There were three major scopes of work on the project. The reconstruction of the Southbound Exit 7 Ramp to Holcomb Bridge Road. The construction of additional travel lanes in the median from Holcomb Bridge Road to McFarland Road. Finally, the construction of new sound barrier at several locations throughout the project limits. The reconstruction of the Southbound Exit 7 Ramp to Holcomb Bridge Road consisted of modifying the existing ramp by removing the existing asphalt pavement from the ramp and replacing it with concrete pavement. The ramp was widened and an additional turning lane added in the process. The signals and signs in the intersection were adjusted accordingly for the new vehicle traffic patterns, as well as for the additional pedestrian changes. The intersection work could only be worked on the weekends under lane closures and detours.</td>
</tr>
</tbody>
</table>

Relevance to Route 7 WB Truck Climbing Lane Project:
- Widening project with multiple phase MOT plan
- Performed interchange modifications in highly congested areas
- Highway with large traffic volumes
- Included installation of noise wall along several sensitive areas
- Completed project on time and within budget
- Coordinated with multiple agencies and municipalities regarding schedule and work hours
- Developed “disabled vehicle” plan for traffic accidents and vehicle that broke down in construction zone

Lessons Learned:
- Weekly team meetings were used to work through issues on the project in an open partnering atmosphere.
- Detailed work plans for construction activities were developed and included input from GDOT.
- A safety committee was tasked with monthly jobsite inspections. Committee included craftsman and subcontractors. This process reduced the overall incident rate.
- Supported GDOT at community meetings to discuss project status

<table>
<thead>
<tr>
<th>Project Name &amp; Location</th>
<th>Name of the prime design consulting firm responsible for the overall project design.</th>
<th>Contact information of the Client or Owner and their Project Manager who can verify Firm’s responsibilities.</th>
<th>Contract Completion Date (Original)</th>
<th>Contract Completion Date (Actual or Estimated)</th>
<th>Contract Value (in thousands)</th>
<th>Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 400 Widening</td>
<td>Parsons Brinkerhoff</td>
<td>Georgia Department of Transportation Mr. Thomas Howell 600 West Peachtree Street, NW Atlanta, GA 30308 Phone: (404) 631-1970</td>
<td>August 2007</td>
<td>August 2007</td>
<td>Original Contract Value: $47,000 Final or Estimated Contract Value: $47,000</td>
<td>$47,000</td>
</tr>
</tbody>
</table>

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.
approximately 500 design submittals were made during the design phase, and
mobilizing up to 110 engineers and support staff. Additionally,
contractor. The very aggressive 18-month design schedule was achieved by
of Parsons’ design team was co-located in a hub office with the owner and
bridges, retaining walls, noise walls, earth berms, drainage facilities,
including mainline, ramps and cross roads pavement, utility relocations,
technical concept (ATC). Other notable features include a 611-foot-long
Prince George’s counties. Parsons, as part of a design joint venture, widened
segment of the 18-mile toll road that connects Maryland’s Montgomery and
Contract B: Kiewit, Corman and Wagman
Parsons was responsible for the overall design of this toll road,
which best illustrates current qualifications relevant to this Project.

Firm’s Role: Parsons served as lead designer for the first two major segments, contracts A and B, of the Intercounty Connector (ICC). Both were performed on an accelerated schedule through a design-build delivery process.

Contract A: Parsons was responsible for the overall design of this toll road, including mainline, ramps and cross roads pavement, utility relocations, bridges, retaining walls, noise walls, earth berms, drainage facilities, landscaping, signing, signals, lighting, pavement markings, tolling infrastructure, maintenance of traffic, intelligent transportation devices, public relations support, and environmental compliance.

Contract B: Parsons was responsible for the overall design of this toll road, including intelligent transportation systems (ITS), electronic toll collection (ETC), traffic signals, signing and pavement marking, more than 80 acres of reforestation, miles of hiker and biker trails, and the relocation of six side roads.

Project Narrative: Contract A: The 7.2-mile project consisted of the first segment of the 18-mile toll road that connects Maryland’s Montgomery and Prince George’s counties. Parsons, as part of a design joint venture, widened six lanes, designed three new interchanges, and designed 23 bridges. A key feature of the joint venture’s design was the innovative reconfiguration of the Metro Access interchange, which was approved prebid as an alternative technical concept (ATC). Other notable features include a 611-foot-long deck-over structure where the ICC crosses under the residential community of Olde Mill Run. The deck-over was landscaped with soil and plantings, mitigating the highway’s presence in the community. There were 85 utility relocations required in order to build the project. Agreements between the owner and utility companies that were executed prebid greatly facilitated utility design and effectively took the utility work off the critical path. Most of Parsons’ design team was co-located in a hub office with the owner and contractor. The very aggressive 18-month design schedule was achieved by mobilizing up to 110 engineers and support staff. Additionally, 500 design submittals were made during the design phase, and each was audited by design quality control staff for compliance with the established procedures. The end result was 100 percent compliance with contract requirements.

Contract B: The 7-mile project consisted of a six-lane, controlled-access toll road, including a diamond interchange, a single-point interchange, and 10 new bridges. Other project features included traffic signals, signing and pavement marking, stream restoration, more than 80 acres of reforestation, miles of hiker and biker trails along the roadway, and the relocation of six side roads. The project also included extensive ITS and ETC components. The ITS elements included integration with the existing administration's Authority Operations Center (AOC) and Coordinated Highways Action Response Team (CHART) program. These elements also consisted of closed-circuit television (CCTV), dynamic message signs (DMSs), highway advisory radio (HAR), road weather information system (RWIS), fiber-optic communications, telephone communications, electrical services, and other improvements, to provide a fully functioning ITS. This portion of the toll road is through a sensitive environmental area of the county and crosses through two important watersheds. The project requirements called for numerous environmental protections, mitigations, and construction methods. As the lead designer, Parsons designed and met these stringent environmental requirements and developed several innovative designs to minimize impacts to the surrounding environment. What resulted from the work of more than 150 designers was a successful and environmentally friendly roadway project that was designed under challenging conditions, within a condensed schedule. Through its experience gained with Contract A, Parsons garnered a comprehensive understanding of the communities, businesses, and traveling public that were impacted along the ICC corridor. To alleviate public concern, Parsons and the entire design-build team prepared a work plan that included a well-defined approach to the public outreach and community relations efforts. Parsons’ proactive public involvement approach ensured streamlined communication with the affected public early and often.

Lead Contractor: Contract A: Granite, Corman and Wagman | Contract B: Kiewit, Corman and Wagman
Relevance to Route 7 WB Truck Climbing Lane Project:
• Route 7 proposed staff served in the same roles: Design Manager Josh Wade, ITS Lead Sajjad Alam, Utilities Lead Prakash Patel, and Design Quality Assurance/Quality Control Greg Anderson.
• Many of the proposed design subconsultants served in the same roles.
• Extensive coordination with the adjacent contracts, including the third segment of the corridor, environmental mitigation projects, and several local and utility projects in the area.
• Widening and other improvements to interstates and local roadways.
• Use of collaboration and document control tools.
• Right of way acquisition was a necessary element of the project and was navigated through successfully during construction.

Lessons Learned:
• Weekly discipline and/or challenge-specific task forces were used to work through issues on the project in an open, respectful atmosphere.
• Electronic document and file control for file management allowed for full control of design development and eliminated waste and errors.
• Early, frequent interdisciplinary, constructability, and environment reviews of the designs drastically reduced the number of field changes and field issues.
• Phased construction allowed construction to start sooner and for necessary adjustments in the field to be implemented faster. It also resulted in greater ability to handle critical-path elements by enabling the contractor to work around long-lead items or to innovate on means or methods, reducing costs or improving schedule times.
• An integrated schedule helped show the impact on delays or changes to design or other elements of the project.
**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

<table>
<thead>
<tr>
<th>Work by Lead Contractor - three (3) projects which best illustrates current qualifications relevant to this Project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Project Name &amp; Location</td>
</tr>
<tr>
<td>1-81 Truck-Climbing Lane, Christiansburg, VA</td>
</tr>
</tbody>
</table>

**Firm’s Role:** Parsons was the lead designer, responsible for preliminary components of roadway design, drainage design, bridge and structural design, geotechnical investigations, and the development of a traffic management plan and other related work. Parsons prepared 30 percent plans in advance of a public hearing with the expectation that a design-build contract would be advertised.

**Project Narrative:** This project was designed to add a 12-foot continuous truck-climbing lane to southbound I-81 from mile marker 119 to mile marker 128 in Montgomery County, Virginia. The project also included upgrades to median and outside shoulders to meet current interstate standards. Southbound I-81 crosses over Route 641 (Den Hill Road) and the Norfolk Southern Railroad south of mile marker 121. The existing southbound bridge was designed to incorporate an additional lane and increase the shoulder width to meet current criteria. Route 636 (Seneca Hollow Road and Friendship Road) are two-lane roadways that cross I-81 twice, once at mile marker 123 and once at mile marker 124.9. These two bridges were designed to be reconstructed to allow for the widening of the interstate. Parsons provided maintenance-of-traffic (MOT) plans that considered complex phasing with heavy truck volumes. Future widening was also considered when determining grading limits and right of way requirements.

**Design Innovations:**
- Deep rock cuts and high fills required extensive geotechnical analyses, including the use of helicopter-delivered drill rigs and rock mapping using rappelling and photogrammetric methods.
- Slope analysis was performed for cut-and-fill slopes to minimize the impacts to existing right of way.
- Innovative methods for stormwater management were needed, including the use of shoulders and rock benches for stormwater management.

**Relevance to Route 7 WB Truck Climbing Lane Project:**
- Heavy truck volume and design of truck climbing lanes
- Divided roadway with extensive cut slopes
- Multiple MOT phases
- Similar TMP developed
- Design-Build project
- Similar crash data and operational conditions
- Complex modifications to drainage elements, including stormwater management and erosion and sediment control

**Lessons Learned:**
- Interstate MOT was developed to provide continuous-flow traffic by adding a narrow strip of full-depth pavement in the shoulder to provide space for traffic to safely shift and for a safety barrier to create a safe work zone and clear travel ways.
- Roadway did not meet the current criteria for superelevation rates and transitions. To correct this, Parsons designed profiles that would upgrade the supertransitions using asphalt wedging installed in lifts without major impacts to traffic. Some areas were designed to be raised up to 2 feet without closing the roadway.
- Drainage, stormwater management, and erosion and sediment control were key issues in the design process given the steep terrain of the surrounding areas.
**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

<table>
<thead>
<tr>
<th>a. Project Name &amp; Location</th>
<th>b. Name of the prime/ general contractor responsible for overall construction of the project.</th>
<th>c. Contact information of the Client and their Project Manager who can verify Firm’s responsibilities.</th>
<th>d. Construction Contract Completion Date (Original)</th>
<th>e. Construction Contract Completion Date (Actual or Estimated)</th>
<th>f. Construction Contract Value (Original)</th>
<th>Construction Contract Value (Actual or Estimated)</th>
<th>g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement (in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Route 7/15 Bypass Widening (Sycolin Road Overpass Design/Build) Town of Leesburg Loudon County, VA</td>
<td>TBD</td>
<td>VDOT – Northern Virginia District 4975 Alliance Drive Fairfax, VA 22030 Mr. Arif Rahman, P.E. Ph: (540) 703-259-1940</td>
<td>June 2011</td>
<td>April 2012 (re-scope)</td>
<td>n/a</td>
<td>n/a</td>
<td>$3,334</td>
</tr>
</tbody>
</table>

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

Parsons was the Lead Designer responsible for design services for the reconstruction of Sycolin Road over the Route 7/15 Bypass. The overpass was originally a component of a larger project to widen the Route 7/15 Bypass from an existing 4-lane roadway to a 6-lane divided rural principal arterial. This segment of the Route 7/15 Bypass helps to allay congestion on roads within the Town of Leesburg from Route 15 (South King Street) to the Route 7/15 Interchange (East Market Street). The Bypass widening was designed for a speed of 70 MPH with a proposed grade separation at Sycolin Road. As the design progressed, VDOT separated the Sycolin Road Overpass from the original Route 7/15 Bypass Widening project. The Sycolin Road Overpass project included assistance in conducting a Public Hearing and components of drainage design, bridge and structural design, roadway design, development of a Type C - Category V Traffic Management Plan, and the assistance in preparing the package for advertisement for Design Build Procurement. The Route 7/15 Bypass Widening Project included design services for road work along approximately 2.25 miles of limited access, rural, major arterial (nearly freeway standards), removal of an at-grade intersection at Sycolin Road (replaced with an overpass with no ramp connections), widening of bridges over Tuscarora Creek and King Street, relocation studies and design for the W&OD Trail, hydrologic/hydraulic studies for Tuscarora Creek and stormwater management studies.

**Relevance to Route 7 WB Truck Climbing Lane Project:**
- Prepared Traffic Analysis Memorandum based on future needs for the corridor
- Provided preliminary concepts for obtaining Level of Service C along the corridor
- Developed Preliminary Plans for roadway widening for six-lane concept
- Analyzed the impacts to three Interchanges along corridor
- Studied re-alignment of the W&OD Trail
- Project required close coordination with Town of Leesburg both the engineering and the utilities departments. There were several on going projects that were within the project limits that required coordination and project information sharing
- Project required additional coordination with Loudoun County, FHWA, and Northern Virginia Park Authority (NVRPA)

**Lessons Learned:**
- Although this was a VDOT project, The Town of Leesburg was very involved in the process providing vital project information. Keeping close communication with the Town’s Engineer, Calvin Grow, was crucial to the project work flow
- With a high concentration of utilities along the project, the design showed existing utility information in profile and cross section views early in the design process to minimize design changes
- Additional meetings were needed to relay project specifics to local home owner associations
- The Bypass did not meet current superelevation criteria, therefore the design modified the existing profile and cross slopes utilizing pavement wedging to bring the roadway up to current standards
- High Powered Transmission Lines were constructed along the project during the design process requiring additional horizontal and vertical clearance controls for the design

**Same Team:** Parsons’ subconsultants for this project and their roles are listed below.
- Athavale, Lystad & Associates – drainage design; bridge design for grade separation at Sycolin Road; special design retaining walls at Sycolin Road
- Rice Associates – mapping and supplemental surveys
Offerors shall furnish a copy of this Statement of Qualifications (SOQ) Checklist, with the page references added, with the Statement of Qualifications.

<table>
<thead>
<tr>
<th>Statement of Qualifications Component</th>
<th>Form (if any)</th>
<th>RFQ Cross reference</th>
<th>Included within 15-page limit?</th>
<th>SOQ Page Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement of Qualifications Checklist and Contents</td>
<td>Attachment 3.1.2</td>
<td>Section 3.1.2</td>
<td>no</td>
<td>Appendix C, C1-C3</td>
</tr>
<tr>
<td>Acknowledgement of RFQ, Revision and/or Addenda</td>
<td>Attachment 2.10 (Form C-78-RFQ)</td>
<td>Section 2.10</td>
<td>no</td>
<td>Appendix D, D-1</td>
</tr>
<tr>
<td>Letter of Submittal (on Offeror’s letterhead)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authorized Representative’s signature</td>
<td>NA</td>
<td>Section 3.2.1</td>
<td>yes</td>
<td>4</td>
</tr>
<tr>
<td>Offeror’s point of contact information</td>
<td>NA</td>
<td>Section 3.2.2</td>
<td>yes</td>
<td>2</td>
</tr>
<tr>
<td>Principal officer information</td>
<td>NA</td>
<td>Section 3.2.3</td>
<td>yes</td>
<td>3</td>
</tr>
<tr>
<td>Offeror’s Corporate Structure</td>
<td>NA</td>
<td>Section 3.2.4</td>
<td>yes</td>
<td>3</td>
</tr>
<tr>
<td>Identity of Lead Contractor and Lead Designer</td>
<td>NA</td>
<td>Section 3.2.5</td>
<td>yes</td>
<td>3</td>
</tr>
<tr>
<td>Affiliated/subsidiary companies</td>
<td>Attachment 3.2.6</td>
<td>Section 3.2.6</td>
<td>no</td>
<td>Appendix E, E-1</td>
</tr>
<tr>
<td>Debarment forms</td>
<td>Attachment 3.2.7(a) Attachment 3.2.7(b)</td>
<td>Section 3.2.7</td>
<td>no</td>
<td>Appendix F, F-1 – F-10</td>
</tr>
<tr>
<td>Offeror’s VDOT prequalification evidence</td>
<td>NA</td>
<td>Section 3.2.8</td>
<td>no</td>
<td>Appendix G, G-1</td>
</tr>
<tr>
<td>Evidence of obtaining bonding</td>
<td>NA</td>
<td>Section 3.2.9</td>
<td>no</td>
<td>Appendix H, H-1 – H-3</td>
</tr>
<tr>
<td>Statement of Qualifications Component</td>
<td>Form (if any)</td>
<td>RFQ Cross reference</td>
<td>Included within 15-page limit?</td>
<td>SOQ Page Reference</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>---------------------</td>
<td>-------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Full size copies of SCC and DPOR registration documentation (appendix)</td>
<td>NA</td>
<td>Section 3.2.10</td>
<td>no</td>
<td>Appendix J</td>
</tr>
<tr>
<td>SCC Registration</td>
<td>3.2.10</td>
<td>Section 3.2.10.1</td>
<td>no</td>
<td>Appendix I, J-1 – J-10</td>
</tr>
<tr>
<td>DPOR Registration (Offices)</td>
<td>3.2.10</td>
<td>Section 3.2.10.2</td>
<td>no</td>
<td>Appendix I, J-11 - J-14</td>
</tr>
<tr>
<td>DPOR Registration (Key Personnel)</td>
<td>3.2.10</td>
<td>Section 3.2.10.3</td>
<td>no</td>
<td>Appendix J-15</td>
</tr>
<tr>
<td>DPOR Registration (Non-APELSCLDLA)</td>
<td>3.2.10</td>
<td>Section 3.2.10.4</td>
<td>no</td>
<td>Not Applicable</td>
</tr>
<tr>
<td><strong>DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal</strong></td>
<td>NA</td>
<td>Section 3.2.11</td>
<td>yes</td>
<td>3</td>
</tr>
<tr>
<td><strong>Offeror’s Team Structure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identity of and qualifications of Key Personnel</td>
<td>NA</td>
<td>Section 3.3.1</td>
<td>yes</td>
<td>5</td>
</tr>
<tr>
<td>Key Personnel Resume – DB Project Manager</td>
<td>Attachment 3.3.1</td>
<td>Section 3.3.1.1</td>
<td>no</td>
<td>Appendix A, A-1</td>
</tr>
<tr>
<td>Key Personnel Resume – Quality Assurance Manager</td>
<td>Attachment 3.3.1</td>
<td>Section 3.3.1.2</td>
<td>no</td>
<td>Appendix A, A-3</td>
</tr>
<tr>
<td>Key Personnel Resume – Design Manager</td>
<td>Attachment 3.3.1</td>
<td>Section 3.3.1.3</td>
<td>no</td>
<td>Appendix A, A-5</td>
</tr>
<tr>
<td>Key Personnel Resume – Construction Manager</td>
<td>Attachment 3.3.1</td>
<td>Section 3.3.1.4</td>
<td>no</td>
<td>Appendix A,</td>
</tr>
</tbody>
</table>
## ATTACHMENT 3.1.2

### Project: 6007-053-133, R201, C501

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<table>
<thead>
<tr>
<th>Statement of Qualifications Component</th>
<th>Form (if any)</th>
<th>RFQ Cross reference</th>
<th>Included within 15-page limit?</th>
<th>SOQ Page Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational chart</td>
<td>NA</td>
<td>Section 3.3.2</td>
<td>yes</td>
<td>A-8</td>
</tr>
<tr>
<td>Organizational chart narrative</td>
<td>NA</td>
<td>Section 3.3.2</td>
<td>yes</td>
<td>10</td>
</tr>
</tbody>
</table>

**Experience of Offeror’s Team**

| Lead Contractor Work History Form     | Attachment 3.4.1(a) | Section 3.4 | no | Appendix B, B-1 – B-3 |
| Lead Designer Work History Form       | Attachment 3.4.1(b) | Section 3.4 | no | Appendix B, B-4 – B-6 |

**Project Risk**

| Identify and discuss three critical risks for the Project | NA | Section 3.5.1 | yes | 13-15 |


Form C-78-RFQ
ATTACHMENT 2.10

COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION

RFQ NO. C00058599DB54
PROJECT NO.: 6007-053-133, R201, C501

ACKNOWLEDGEMENT OF RFQ, REVISION AND/OR ADDENDA

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

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

1. Cover letter of RFQ 10/31/12 (Date)
2. Cover letter of Addendum #1 12/14/12 (Date)
3. Cover letter of

(Signature) 01/03/13

David B. Casey DATE
List of Affiliated and Subsidiary Companies
ATTACHMENT 3.2.6
State Project No. 6007-053-133, R201, C501

Affiliated and Subsidiary Companies of the Offeror

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

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

<table>
<thead>
<tr>
<th>Relationship with Offeror (Affiliate or Subsidiary)</th>
<th>Full Legal Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliate</td>
<td>Archer Western Contractors, LLC</td>
<td>2410 Paces Ferry Rd, Suite 600, Atlanta, GA 30339</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Walsh Construction Company, LLC</td>
<td>929 West Adams, Chicago, IL 60607</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Walsh Construction Company II, LLC</td>
<td>929 West Adams, Chicago, IL 60607</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Walsh Construction Company of Canada</td>
<td>800 Bay Street, Suite 401, Toronto, ON M5S 3A9</td>
</tr>
<tr>
<td>Affiliate</td>
<td>RL Brosamer, Inc.</td>
<td>1777 Oakland Blvd, Walnut Creek, CA 94596</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Archer Western Contractors, LLC</td>
<td>2410 Paces Ferry Rd, Suite 600, Atlanta, GA 30339</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Walsh Construction Company, LLC</td>
<td>929 West Adams, Chicago, IL 60607</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Walsh Construction Company II, LLC</td>
<td>929 West Adams, Chicago, IL 60607</td>
</tr>
</tbody>
</table>
ATTACHMENT NO. 3.2.7(a)

CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

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

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

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

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

Signature: David B. Casey  Date: 12/5/2012  Title: Vice President

Archer Western Construction, LLC

Name of Firm
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

Signature: ___________________________ Date: January 2, 2013

Vice President

Title

Parsons Transportation Group Inc. of Virginia

Name of Firm
ATTACHMENT NO. 3.2.7(b)
CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

Signature 12/12/12
Date

President
Title

Accompong Engineering Group LLC

Name of Firm
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

[Signature] 12/10/13
President

Signature Date Title

Athavale, Lystad & Associates, Inc.

Name of Firm
ATTACHMENT NO. 3.2.7(b)
CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

[Signature] 12/12/12
Signature  Date

President
Title

Accompong Engineering Group LLC

Name of Firm
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

[Signature] [Date] [Title]

ENESCO, INC.
Name of Firm
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

[Signature] 12/17/12 [President]

[NXL Construction Services, Inc.]

Name of Firm
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

________________________   __________________________   __________________________
Signature               Date                Principal

Rice Associates, Inc.
Name of Firm
CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

Signature: 
Date: 12/4/12
Title: Senior V.P.

SCHNABEL ENGINEERING CONSULTANTS, INC
Name of Firm
ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 6007-053-133, R201, C501

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

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

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

[Signature] [Date] December 4, 2012 [President] [Title]

Travesky & Associates, Ltd.

Name of Firm
Offeror’s VDOT Prequalification Certificate
A210
ARCHER WESTERN CONSTRUCTION, LLC
PREQ. EXP : 01/31/2013

--PREQ ADDRESS ------------- WORK CLASSES (LISTED BUT NOT LIMITED TO)
2410 PACES FERRY ROAD 002 - GRADING
SUITE 600 003 - MAJOR STRUCTURES
ATLANTA, GA 30339 006 - PORTLAND CEMENT CONCRETE PAVING
PHONE : 404-495-8700 007 - MINOR STRUCTURES
FAX : 404-495-8701

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

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

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

=================================================================================================
December 6, 2012

Ian Millikan, P.E.
Alternate Project Delivery Office
Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219

RE: Virginia Department of Transportation
    Route 7 – Westbound Truck Climbing Lane
    Route 9 To West Market Street
    State Project No.: 6007-053-133, R201, C501
    Federal Project No.: STP-5401(518)
    Contract ID Number: C006585999DB54

Dear Mr. Millikan,

As surety for Archer Western Construction, LLC, Travelers Casualty and Surety Company of America with A.M. Best Financial Strength Rating A+ and Financial Size XIV is capable of obtaining 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction, and said bonds will cover the Project and any warranty periods as provided for in the Contract Documents on behalf of the Contractor, in the event that such firm be the successful bidder and enter into a contract for this Project.

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

Should you have any questions, or need additional information, please feel free to contact me.

Yours truly,

Travelers Casualty and Surety Company of America

[Signature]

Kerry Pecora, Attorney-in-fact
WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

POWER OF ATTORNEY

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

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

Attorney-In Fact No.  225482  
Certificate No.  005240709

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

Brian R. Walsh, J. William Ernsrom, Jodi Wallace, and Kerry Pecora

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

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 24th day of October, 2012.

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

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

State of Connecticut  
City of Hartford ss.

By:  
Robert L. Raney, Senior Vice President

On this the 24th day of October, 2012, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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

Marie C. Tetreault  
Notary Public

58440-8-12 Printed in U.S.A.
This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, which resolutions are now in full force and effect, reading as follows:

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 6 day of December 20 12

Kevin E. Hughes, Assistant Secretary

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

SCC and DPOR
Information Tables
ATTACHMENT 3.2.10
State Project No. 6007-053-133, R201, C501

SCC and DPOR Information

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

<table>
<thead>
<tr>
<th>Business Name</th>
<th>SCC Number</th>
<th>SCC Type of Corporation</th>
<th>SCC Status</th>
<th>DPOR Registered Address</th>
<th>DPOR Registration Type</th>
<th>DPOR Registration Number</th>
<th>DPOR Expiration Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Archer Western Construction, LLC</td>
<td>T043700-6</td>
<td>Foreign LLC</td>
<td>Active</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Parsons Transportation Group Inc. of Virginia</td>
<td>0162617-5</td>
<td>Corporation</td>
<td>Active</td>
<td>3926 Pender Dr. Suite 00 Fairfax, VA 22030</td>
<td>Engineering</td>
<td>0405001589</td>
<td>12/31/2013</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 M Street SE Washington, DC 20003</td>
<td>Engineering</td>
<td>0410000214</td>
<td>02/28/2014</td>
</tr>
<tr>
<td>Accompong Engineering Group LLC</td>
<td>S283521-5</td>
<td>LLC</td>
<td>Active</td>
<td>9510 Iron Bridge Rd. Chesterfield, VA 23832</td>
<td>Engineering</td>
<td>0407005442</td>
<td>12/31/2013</td>
</tr>
<tr>
<td>Continental Acquisition Services, Inc.</td>
<td>F167489-6</td>
<td>Foreign Corporation</td>
<td>Active</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Continental Field Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endesco, Inc.</td>
<td>F133736-1</td>
<td>Foreign Corporation</td>
<td>Active</td>
<td>438 N. Frederick Ave. Suite 455 Gaithersburg, MD 20877</td>
<td>Engineering</td>
<td>0407005431</td>
<td>12/31/2013</td>
</tr>
<tr>
<td>NXL Construction Services, Inc.</td>
<td>0349742-7</td>
<td>Corporation</td>
<td>Active</td>
<td>114 E Cary ST Suite 200 Richmond, VA 23219</td>
<td>Engineering</td>
<td>0407003031</td>
<td>12/31/2013</td>
</tr>
</tbody>
</table>
## ATTACHMENT 3.2.10
State Project No. 6007-053-133, R201, C501

### SCC and DPOR Information

#### SCC & DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)

<table>
<thead>
<tr>
<th>Business Name</th>
<th>SCC Number</th>
<th>SCC Type of Corporation</th>
<th>SCC Status</th>
<th>DPOR Registered Address</th>
<th>DPOR Registration Type</th>
<th>DPOR Registration Number</th>
<th>DPOR Expiration Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rice Associates</td>
<td>03316627</td>
<td>Corporation</td>
<td>Active</td>
<td>10625 Gaskins Way Manassas, VA 20109</td>
<td>Land Surveying</td>
<td>0407003842</td>
<td>12/31/2013</td>
</tr>
<tr>
<td>Schnabel Engineering Consultants, Inc.</td>
<td>0712674-1</td>
<td>Corporation</td>
<td>Active</td>
<td>46020 Manekin Plaza Suite 110 Sterling, VA 20166</td>
<td>Engineering</td>
<td>0411000701</td>
<td>02/28/2014</td>
</tr>
<tr>
<td>Travesky &amp; Associates, Ltd</td>
<td>02924173</td>
<td>C</td>
<td>Active</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Individual's Name</th>
<th>Office Location Where Professional Services will be Provided (City/State)</th>
<th>Individual's DPOR Address</th>
<th>DPOR Type</th>
<th>DPOR Registration Number</th>
<th>DPOR Expiration Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parsons Transportation Group Inc. of Virginia</td>
<td>Joshua Wade, PE</td>
<td>Fairfax, Virginia Office</td>
<td>43346 River Point Dr. Leesburg, VA 20176</td>
<td>Professional Engineer</td>
<td>0402032924</td>
<td>1-31-2013</td>
</tr>
<tr>
<td>NXL Construction Services, Inc.</td>
<td>Mike Saunders, PE</td>
<td>Richmond, VA</td>
<td>4500 Litchfield Dr. Chesterfield, VA 23832</td>
<td>Professional Engineer</td>
<td>0402041295</td>
<td>12-31-2013</td>
</tr>
</tbody>
</table>
SCC and DPOR
Supporting Registration/License Documentation
Welcome to SCC eFile
Business Entity Details

Archer Western Construction, LLC
Business ID: T0437806
Business Entity Type: Foreign Limited Liability Company
Jurisdiction of Formation: IL
Date of Formation/Registration: 6/30/2010
Status: Active

Principal Office
929 W ADAMS ST
CHICAGO  IL  60607-

Registered Agent/Registered Office
CORPORATION SERVICE COMPANY
Bank of America Center, 16th Floor
1111 East Main Street
RICHMOND  VA  23219-
RICHMOND CITY  216
Status: Active
Effective Date: 4/29/2011

Users are encouraged to create an SCC eFile account to:
• Conveniently monitor business entities through the use of a “Favo
• Perform easy step-by-step online transactions for certain types of such as registered agent changes
• Quickly access online filing history

To view our Privacy Policy, click here

Screen ID: e1000
Need additional information? Contact sccinfo@scc.virginia.gov Website questions? Contact: webmaster@scc.virginia.gov.

We provide external links throughout our site.

PDF(.pdf) Reader  Excel (.xls) Viewer  PowerPoint (.ppt) Viewer  Word (.doc) Viewer
Commonwealth of Virginia

State Corporation Commission

I Certify the Following from the Records of the Commission:

PARSONS TRANSPORTATION GROUP INC. OF VIRGINIA is a corporation existing under and by virtue of the laws of Virginia, and is in good standing.

The date of incorporation is November 07, 1975.

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:
March 18, 2010

Joel H. Peck, Clerk of the Commission
Commonwealth of Virginia

STATE CORPORATION COMMISSION

Richmond, February 17, 2009

This is to certify that the certificate of organization of

Accompong Engineering Group, LLC

was this day issued and admitted to record in this office and that the said limited liability company is authorized to transact its business subject to all Virginia laws applicable to the company and its business. Effective date: February 17, 2009

State Corporation Commission
Attest:  

[Signature]
Clerk of the Commission
I Certify the Following from the Records of the Commission:

ATHAVALE, LYSTAD & ASSOCIATES, INC., a corporation existing under the laws of MARYLAND, holds a certificate of authority to transact business in Virginia, and is in good standing.

The certificate was issued on March 02, 1989.

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:
August 24, 2009

Joel H. Peck, Clerk of the Commission
STATE CORPORATION COMMISSION

Richmond, July 14, 2006

This is to certify that a certificate of authority to transact business in Virginia was this day issued and admitted to record in this office for

Continental Acquisition Services, Inc.

a corporation organized under the laws of NEW YORK and that the said corporation is authorized to transact business in Virginia, subject to all Virginia laws applicable to the corporation and its business.

State Corporation Commission
Attest:

[Signature]
Clerk of the Commission
STATE CORPORATION COMMISSION
Richmond, May 7, 1998

This is to certify that a certificate of authority to transact business in Virginia was this day issued and admitted to record in this office for

ENESCO, INC.

a corporation organized under the laws of MARYLAND and that the said corporation is authorized to transact business in Virginia, subject to all Virginia laws applicable to the corporation and its business.

State Corporation Commission
Attest:

William F. Bridge

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 18, 1992.

Nothing more is hereby certified.

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

Joel H. Peck, Clerk of the Commission
CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That RICE ASSOCIATES, INC. is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is December 15, 1988;

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:
October 13, 2012

Joel H. Peck, Clerk of the Commission

CISECOM
Document Control Number: 1210135222
STATE CORPORATION COMMISSION

Richmond, August 12, 2009

This is to certify that the certificate of incorporation of

Schnabel Consultants, 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: August 12, 2009

State Corporation Commission
Attest:

[Signature]
Clerk of the Commission
Commonwealth of Virginia

STATE CORPORATION COMMISSION

Richmond, September 11, 1986

This is to certify that the certificate of incorporation of TRAVESKY & ASSOCIATES, LTD.

this day issued and admitted to record in this office that the said corporation is authorized to transact its business subject to all the laws of the State applicable to the corporation and its business.

State Corporation Commission

[Signature]

Chief of the Commission
Parsons Transportation Group Inc. of Virginia

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

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

PROFESSIONS: ENG

PARSONS TRANSPORTATION GROUP INC OF VIRGINIA
3926 PENDER DR STE 100
FAIRFAX, VA 22030

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

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

PROFESSIONS: ENG

PARSONS TRANSPORTATION GROUP INC OF VIRGINIA
100 M STREET SE
WASHINGTON, DC 20003

(SEE REVERSE SIDE FOR NAME AND/OR ADDRESS CHANGE)
Accompong Engineering Group LLC

Athavale, Lystad and Associates Inc.
Rice Associates Inc

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
02-28-2014

NUMBER
0411000200

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

PROFESSIONS: LS

RICE ASSOCIATES INC
308 TURNER ROAD
SUITE G
RICHMOND, VA 23225

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

Endesco, Inc.

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
12-31-2013

NUMBER
0407005431

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

PROFESSIONS: ENG

ENDESCO, INC.
438 N FREDERICK AVE
SUITE 455
GAITHERSBURG, MD 20877

(SEE REVERSE SIDE FOR NAME AND/OR ADDRESS CHANGE)
NXL Construction Co Inc.

Schnabel Consultants, Inc.
Design Manager - Joshua Wade, PE

Quality Assurance Manager - Mike Saunders PE