



STATEMENT OF QUALIFICATIONS • A DESIGN-BUILD PROJECT

Route 7 Widening and Bridge Rehabilitation over Dulles Toll Road and Airport Access Highway

From: 0.56 Miles West of Tyco Road • To: 0.13 Miles West of Tyco Road • Fairfax County, VA

State Project No.: 0007-029-139, P101, R201, C501, B617, B618
Federal Project No.: BR-5401 (738)
Contract ID Number: C00082135DB77
June 19, 2014



CLARK•NEXSEN

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CONSTRUCTION COMPANY

June 19, 2014

Mr. Stephen D. Kindy, P.E.
Alternate Project Delivery Office
Virginia Department of Transportation
1401 East Broad Street
Richmond, Virginia 23219

RE: Route 7 Widening and Bridge Rehabilitation over Dulles Toll Road and Airport Access Highway, RFQ No.: C00082135DB77 (A Design-Build Project)
3.2 Letter of Submittal

Dear Mr. Kindy:

Orders Construction Company, Inc. (Orders) is pleased to submit to the Virginia Department of Transportation (VDOT) our Statement of Qualifications (SOQ) in response to your Request for Qualifications (RFQ) for the Route 7 Widening and Bridge Rehabilitation over Dulles Toll Road and Airport Access Highway, Contract ID Number: C00082135DB77. I am confident our SOQ presents a team of unmatched experience and accomplishment.

In response to Section 3.2 of the RFQ, the Orders team offers the following information:

3.2.1 Offeror

The full legal name and address of the Offeror is:

Orders Construction Company, Inc.
501 Sixth Avenue
Saint Albans, WV 25177
304.722.4237 (P)
304.722.4230 (F)

3.2.2 Point of Contact

The Point of Contact for Orders, the Offeror, is:

Mr. Nathaniel R. Orders
President
Orders Construction Company, Inc.
501 Sixth Avenue
Saint Albans, WV 25177
304.722.4237 (P)
304.722.4230 (F)
nateo@ordersconstruction.com

3.2.3 Principal Officer

The Principal Officer for Orders, the Offeror, is Mr. Nathaniel R. Orders, President. The address and telephone number is the same as provided in section 3.2.2.

3.2.4 Corporate Structure

Orders is structured as a corporation and is not a limited liability company, joint venture or any form of partnership. Orders will undertake full financial responsibilities for the project for the required bonding and accept the risks and liabilities for the performance of the work.

3.2.5 Lead Contractor and Lead Designer

The Lead Contractor for this Project is Orders Construction Company, Inc., and Clark Nexsen, Inc. will be the Lead Designer for this Project.

3.2.6 Affiliated and/or Subsidiary Companies

Attachment 3.2.6, Affiliated and Subsidiary Companies of the Offeror, is provided in Appendix A.

3.2.7 Certification Regarding Debarment

Attachments 3.2.7(a) and (b), Certification Regarding Debarment Forms Primary Covered Transactions and Lower Tier Covered Transactions are provided in Appendix A for the Offeror and subconsultants, subcontractors, or any other person or entity on the Offeror's organizational chart.

3.2.8 VDOT Prequalification

Orders' prequalification number is O017 and current VDOT prequalification status is active. A copy of our prequalification certificate is included in the Appendix A.

3.2.9 Bonding Capacity

Orders has excess bonding capacity many times greater than the estimated value of this Project, and a letter of verification from our bonding company is included in the Appendix A.

3.2.10 SCC and DPOR Registration Requirements

Information regarding SCC and DPOR registration in the Commonwealth of Virginia for the Orders/Clark Nexsen Team and key personnel is provided in the table on Attachment 3.2.10. Full size copies of the certifications and DPOR registrations are included in the Appendix B.

3.2.11 DBE Participation Goal

Orders is committed to achieving an eight percent (8%) DBE participation goal for the entire value of the contract.

Thank you in advance for your detailed review of our SOQ. We trust that you will find our commitment to VDOT focused and our credentials impeccable. We look forward to partnering with you on this project.

Very Truly Yours,



Nathaniel R. Orders, President
Orders Construction Company, Inc.

3.3 Offeror's Team Structure

Orders will be responsible for managing the project in its entirety, supervising the construction, and performing major elements of the construction work. Additional subcontractors for various specialty items such as QC, roadwork, signage, and electrical will be under direct subcontract to Orders. Clark Nexsen will lead the design effort for all aspects of the project and will be responsible for the design QA/QC. The Orders team includes highly qualified subconsultants, which will bring specific expertise to enhance the team and ensure a quality project for VDOT. A complete list of team members follows and an organizational chart of the team is included in Section 3.3.2.

Orders Construction Company, Inc. - Offeror, Legal Entity, Lead Contractor

Orders is a family-owned business now being managed by third and fourth generation highway contractors and Registered Professional Engineers. Orders was founded in 1964 as a general contractor specializing in bridge construction for West Virginia clients and has grown to become a widely diversified supplier of construction services to a broad range of clients from the Mid-Atlantic to the Midwest.

Clark Nexsen – Lead Designer

Clark Nexsen will serve as the Lead Designer for this project and will be responsible for the design QA/QC and managing design work performed by design sub-consultants. Clark Nexsen is a full-service architecture, engineering, and planning firm with offices in Norfolk, Richmond, and Roanoke, Virginia, Washington DC, North Carolina, Georgia, and Texas. Clark Nexsen has performed many design-build projects that cover the Southeast and Mid-Atlantic States, as well as in 32 countries around the world.

Subconsultants and/or Major Subcontractors

The Orders /Clark Nexsen Team is comprised of highly qualified individuals and sub-consultants knowledgeable in VDOT policies and procedures and experienced with similar VDOT projects. This team of sub-consultants is primarily selected based on their relevant past experience and established working history of project success with Clark Nexsen and/or Orders Construction.

NXL Construction Co., Inc. (NXL), is a **DBE/MBE/SWaM** certified firm established in 1989, will be providing the independent Quality Assurance Manager (QAM) and QA Inspection services on the project. NXL has a long work history with providing CEI and QAM services on VDOT DB/PPTA projects.

Hassan Water Resources, Inc. (HWR), is located in Maidens, Virginia and is a **DBE/SWaM** certified firm specializing in hydrology and hydraulic analysis, drainage design and scour analysis for transportation projects. HWR will be responsible for performing roadway drainage and storm water design for this project.

Froheling & Robertson, Inc. (F&R), will provide Geotechnical and Construction Quality Control (QC) Inspection Services for the project and will be responsible for geotechnical analysis, foundation design and construction material testing and special inspection services.

Hurt & Proffitt (H&P) is a **SWaM** certified firm and will provide utility coordination and relocation design as well as surveying services for this project.

KDR Real Estate Services, Inc., will provide Right-of-Way acquisition services including appraisals, notifications, title examinations, negotiations, closings, and coordination with of owners or occupants that may be displaced during the project.

3.3.1 Key Personnel

Key personnel resume forms are included in Attachment 3.3.1 located in Appendix C. A brief summary of key personnel is described below; expanded project experience for each are listed on the resume forms.

Design-Build Project Manager, Charlie Stokes – Orders. Mr. Stokes has been constructing VDOT bridges for about 40 years, and has served the role of Project Manager on numerous VDOT projects, including Route 60 Main Street Bridge Replacement (Design-build) in Clifton Forge, VA and Bridge over South Holston Lake in Avens, VA, which are similar in scope to the Route 7 Design-Build Project. Throughout his career he has excelled in bringing large transportation projects to completion on-time and within budget.

Quality Assurance Manager (QAM), Joe Hamed, PE – NXL. Mr. Hamed is a registered professional engineer in the Commonwealth of Virginia with more than 27 years of experience in construction inspection of transportation projects. He has proven experience in providing QA oversight and thorough understanding of VDOT specifications and QA/QC manual.

Design Manager, Achyut “Al” Patel, PE – Clark Nexsen. Mr. Patel is a registered professional engineer in the Commonwealth of Virginia with over 30 years of experience in structural engineering including 22 years in designing and managing roadway and bridge projects for VDOT and City Governments. These projects included straight and curved bridges crossing over highways, railroads, streams and rivers as well as bridge rehabilitation and widening projects in rural and urban settings. He has extensive practical experience with replacement projects of in-service bridges requiring complex phasing of construction to maintain traffic. He is highly familiar with AASHTO LRFD design criteria and VDOT standards, policies, office practices, and technical specifications.

Construction Manager, Kevin Conner – Orders. Mr. Conner will oversee the project site for the duration of the project and will be responsible for managing the construction process, including all construction quality control activities. Mr. Conner has been employed with Orders for several years and is responsible for successfully completing numerous roadway and bridge projects for Virginia and West Virginia DOT: including working with Project Manager Charlie Stokes on Route 60 Main Street Bridge Replacement in Clifton Forge, VA.

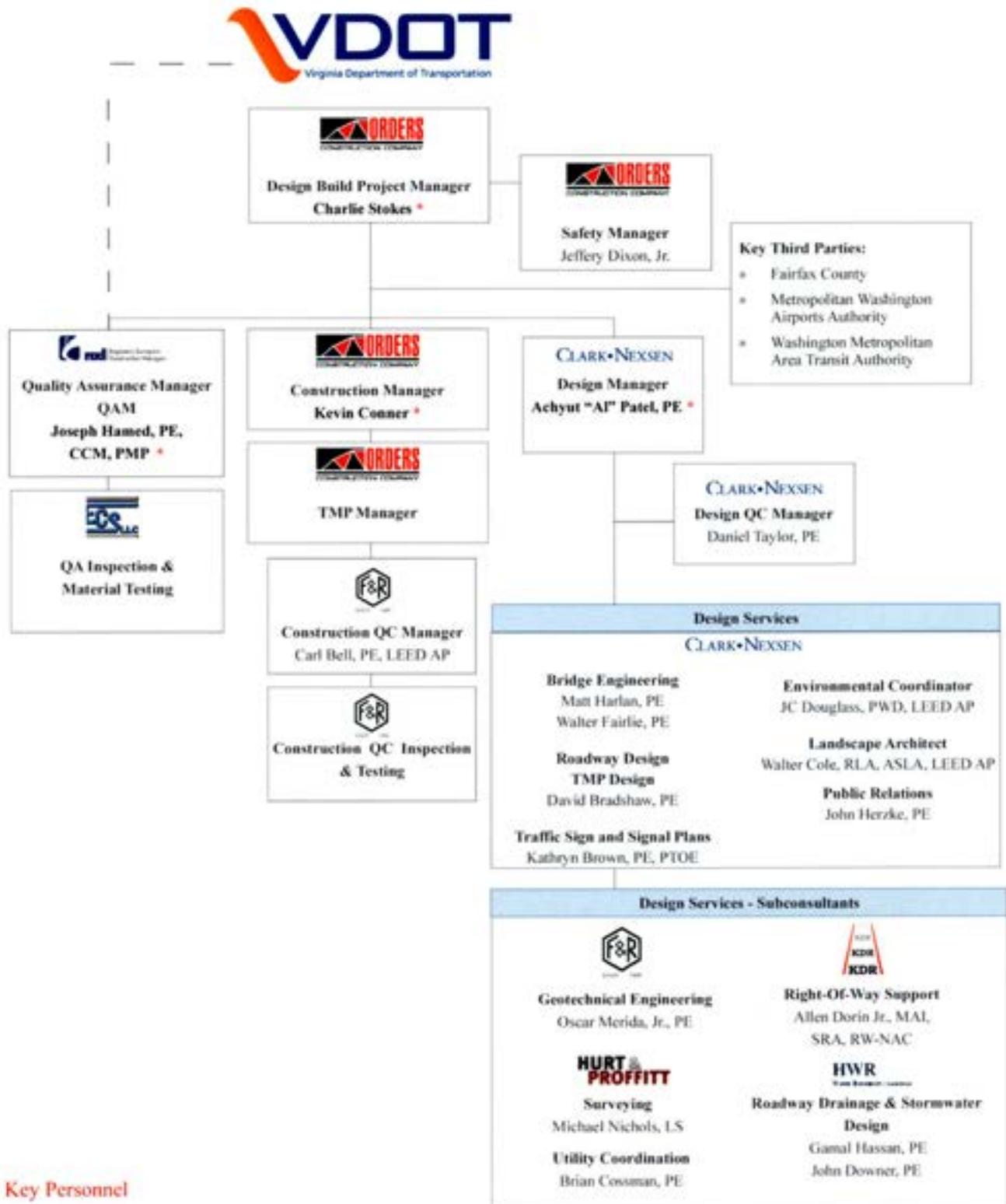
Mr. Conner holds a Virginia Department of Environmental Quality (DEQ) Responsible Land Disturber (RLD) Certification (formerly administered by the Virginia Department of Conservation and Recreation, DCR) and a VDOT Erosion and Sediment Control Contractor Certification (ESCCC).

Additional Personnel

In addition to the key personnel listed above, we have also provided the identity of the project leaders and other participants who are responsible for major functions to be performed as shown in the organizational chart in section 3.3.2. All have extensive experience in their related fields and were chosen for the value they bring to this project.

Roadway Engineer, David Bradshaw, PE – Clark Nexsen. Mr. Bradshaw will be the Lead Roadway Engineer for this project. He will be responsible for the design of the TMP, complete roadway design, including road plans, sign and signal plans, lighting plans, and traffic analysis, as well as coordinating all roadway design services. He has over 25 years of design and project management experience, specifically in transportation engineering projects. His vast VDOT experience includes developing design plans for interstate, urban, and rural roadway projects; comprehensive traffic studies; hydrology and hydraulic design; stormwater management design; and the associated construction phasing / TMP.

3.3.2 Organizational Chart



Functional relationships between VDOT key personnel, project leaders and third parties are described on the following page.

Functional Relationship

Orders and Clark Nexsen are both experienced in developing and maintaining effective lines of communication within the project team. Both firms are very hands on and will facilitate the necessary input and guidance to optimize the project and see it to a successful completion. In order to prevent unnecessary project delays, it may sometimes be required that other members within the D-B Team communicate directly with their counterparts at VDOT, as directed and authorized in advance by both the D-B Project Manager and the VDOT Project Manager.

VDOT's Project Manager will coordinate directly with the Design-Build Project Manager (PM). He will also interact with the Quality Assurance manager (QAM) through VDOT's independent assurance and verification process.

The Design Build Project Manager (PM), Mr. Charlie Stokes will be VDOT's primary contact and will be in-charge of all phases of the project and is directly responsible to VDOT for the successful performance and delivery of this project. He will communicate between the D-B Team and VDOT, in order to maintain schedule, budget, and quality. The Design Manager (DM), Construction Manager (CM) and Quality Assurance Manager (QAM) will report directly to Mr. Stokes through the entire project. The Safety Manager Mr. Jeff Dixon will also report to the Design-Build Project Manager.

Design Manager (DM), Mr. Al Patel, PE will be responsible for the successful completion of quality design and construction documents as well as managing all of the sub-consultant services for this project. Communication protocols within the team will be set to allow Mr. Patel to communicate with VDOT technical staff when required, and assure follow-up communication with the Design-Build Project Manager. He will also interact with CM and QAM. Design Quality Control Manager, Danny Taylor, P.E. will perform independent QC of all design work prior to all the submittals. He will communicate directly with the Design Manager Al Patel.

Construction Manager (CM), Mr. Kevin Conner will report directly to the PM and will be responsible for managing the construction process and all construction quality control activities. He will supervise the construction superintendents as well as coordinate all subcontractor work and construction quality control activities with the construction Quality Control Manager.

Quality Assurance Manager (QAM), Mr. Joe Hamed, PE will be responsible for the Quality Assurance program (QA) and will coordinate with VDOT, supervise project QA inspection staff and coordinate with QA testing agency. He will maintain conformance with the Contract Documents and will have the overall responsibility of the D-B QA/QC Plan. He will also interact with project DM and the QCM.

Construction Quality Control Manager (QCM), Carl P. Bell, PE will perform all construction QC work for the contractors and report directly to the CM.

Project Leaders (design services) will report directly to the DM and are responsible for their assigned disciplines. They will also interact with the construction team and the QAM through the DM as necessary.

Key Third Parties will coordinate with the PM and VDOT, as required. They may also interact with other team members through the PM as necessary.

3.4: Experience of Offerer's Team

The Orders team has been involved in numerous VDOT, PPTA, and design-build projects together as well as on other teams, all completed within schedule and budget. Our personnel know what needs to be done, with whom we need to coordinate, and how to make things happen. We bring all of this experience together to provide the best team for this project.

Orders/Clark Nexsen Design Build Team:

Orders Construction Company and Clark Nexsen have developed a close working relationship which is largely based on a mutual respect for each firm's high regard in delivering a quality product. With our collective talent and commitment, we will bring unparalleled expertise to this project. Through collaborating on the Route 60 Main Street Bridge Design-Build project in Clifton Forge, VA, the Key Personnel and companies have developed a rapport with each other, and have been given extreme confidence that our Team will meet VDOT's requirements for delivering this design-build project "on-time" and "on-budget" -- or better. The design-build project in Clifton Forge earned numerous accolades and awards, including:

- ACEC (Virginia Chapter) 2014 Honor Award as Design Build Transportation Project of the Year
- APWA (Mid-Atlantic Chapter) 2014 Project of the Year
- Chosen as a key presentation for Design-Build Transportation Projects Under \$5 million at the 2014 Design-Build Institute of America (DBIA) Annual Transportation Conference in San Jose, CA, March 2014. The presentation team included representatives of VDOT, Orders and Clark Nexsen.

Even at this early juncture, elements that will affect the overall design and construction of the Route 7 project are being studied and integrated into a comprehensive plan to accomplish the goal of delivering a quality project in a timely and cost effective manner.

Individually, each firm is strong and reputable. Together, our Team is exceptional as our interdependent relationship will allow us to find innovative solutions to problems as they arise in the project. In addition, our design-build teaming arrangement will allow for a collaborative discovery of design alternatives that could better serve VDOT's project goals and budget concerns.

Each of the Team Key Personnel have extensive experience in the design, construction and CEI inspection of VDOT bridges, having completed numerous bridge projects for VDOT.

As further evidence of our qualifications, the following projects, on which team members have previously worked together, Orders served as general contractor, and/or Clark Nexsen has served as the lead designer, have provided valuable experience with respect to the key challenges on the Route 7 Widening and Bridge Rehabilitation project:

Project Name and Location	Orders	CN	NXL	F&R	HWR	H&P	ECS
Route 64 over Murray River, Rockbridge Co., VA	X	X		X			
Route 60 Main Street Bridge Replacement, Clifton Forge, VA	X	X	X	X	X	X	X
Route 100 over Route 11 Bridge Widening, Pulaski, VA		X	X	X	X		
Route 100 over N&W R/R, Pulaski, VA		X	X	X	X		

3.4.1 Lead Contractor and Lead Designer

Lead Contractor - Orders Construction Company:

Orders is a family-owned business now being managed by third and fourth generation highway contractors and Registered Professional Engineers. With the Orders name and reputation on the line, the commitment to delivering unmatched workmanship goes all the way to the top of the organization. This dedication to quality makes Orders the contractor of choice for many public and private owners. The Route 7 Widening and Bridge Rehabilitation is a perfect example of the kind of project Orders' employees tackle every day. Orders has completed numerous projects similar in size and scope to the one contemplated in Fairfax County, VA. Information on three of Orders' recent projects is included in Appendix C as Attachment 3.4.1(a). Orders gained valuable experience and knowledge on each of the projects which are listed as follows:

- Route 60 Main Street Bridge Replacement, Town of Clifton Forge, Alleghany County, VA
- Bridge over South Holston Lake, Town of Avens, Washington County, VA
- I-81 over Maury River, Rockbridge County, VA

In addition to the bridge experience described in the Attachment, Orders has a portfolio of Design-Build projects completed for satisfied owners. The management team of Orders feels that the Design-Build process allows the company to show its strengths on the multitude of intangible qualifications not considered on low-bid projects. As a result of these intangibles, Orders has been awarded contracts on more than 50% of the Design-Build projects it has pursued; a much higher success rate than traditional low-bid work. Orders excels at building and inspecting its projects with minimal owner oversight and its commitment to quality is one reason Orders is the preferred Design/ Builder for many clients. Orders' design-build projects include:

- Van Metre Ford Bridge, Berkeley County, WV, WVDOT – In progress
- Hurricane Creek +2 Bridges, Wayne County, WV, WVDOT - In progress
- AEP Lager, Temporary Bridge, McDowell County, WV, Central Contracting – Completed 2014
- MET Resources Bridge, McDowell County, WV, MET Resources – Completed 2013
- Dalwhinnie Bridge Repairs, Kanawha County, WV, Private Owner – Completed 2013
- Coopers Creek Bridge, Kanawha County, WV, WVDOT – Completed 2013
- Route 60 Main Street Bridge Replacement, Alleghany County, VA, VDOT – Completed 2013
- South Branch Valley Railroad, Hampshire County, WV, WVDOT – Completed 2012
- Annamoriah Bridge, Calhoun County, WV, WVDOT – Completed 2012

Safety:

Over five decades, Orders' experience has proven that a strong corporate emphasis on safety benefits all stakeholders. Orders considers the safety of its employees, clients, and neighbors to be an utmost priority. Employees receive training from the day of their hire until retirement, taking valuable lessons learned on the job home to their family and friends. Safety training is done through pre-employment orientation and weekly toolbox meetings on-site. In addition, employees are trained on specific topics such as fall protection, excavation safety, scaffolding, and respiratory protection before work begins in that area. Furthermore, all employees are educated on the dangers of substance abuse, and are subject to the company's Drug-Free Workplace Policy. Orders' Safety Incentive Program is an industry model. It further demonstrates management's commitment to Safety and provides employees additional motivation to work safely. The program awards quarterly cash bonuses and other incentives to employees who achieve Safety goals.

Lead Designer - Clark Nexsen

Clark Nexsen's Transportation Division includes over 40 technical personnel who provide expertise in bridge, roadway, hydraulics, landscaping, and other transportation related disciplines. With experience and technical know-how resulting from the completion of similar transportation projects, they are well prepared to meet the schedule requirements.

Clark Nexsen has completed numerous roadway and bridge projects with similar design services as required for the Route 7 Bridge Widening and Rehabilitation project such as extensive staged construction within tight right-of-way constraints, utility coordination and relocation, public outreach and awareness, and incorporation of aesthetic features such as decorative bridge railings and lighting. Designing projects for local urban cities, Clark Nexsen has gained extensive experience in designing projects in downtown and urban settings.

Clark Nexsen's three relevant projects are included in the Appendix C as attachment 3.4.1(b) and are briefly listed as follows:

- Route 60 Bridge Replacement over Smith Creek, Clifton Forge, VA
- Brambleton Avenue Bridge Widening and Deck Replacement, Norfolk, VA
- Route 58 (EBL & WBL) Bridge Widening and Rehabilitation over I-85, Mecklenburg Co., VA

In addition to the three relevant projects listed above, the following projects illustrate more of Clark Nexsen's relevant bridge design experience:

- Route 100 Bridge Widening and Rehabilitation over Route 11, Pulaski County, VA (Currently under design): Clark Nexsen is the lead engineer for the replacement of two span 100 feet long twin parallel concrete grade separation bridges. The recommended alternative from the Evaluation Phase includes widening and replacing the existing bridge superstructures and raising the vertical clearance to 16'-6" by modifying piers and abutments.
- Route 122 over Goose Creek and Stoney Fork Creek, Bedford County, VA (Under design): As a lead engineer Clark Nexsen analyzed a series of alignment alternatives for the replacement of the Route 122 bridge structures over Goose Creek and Stoney Fork Creek. The recommended alternative was to replace the bridge on the existing bridge alignment with staged construction to maintain two lanes of traffic at all times.
- Wythe Creek Road and Bridge Widening and Replacement, City of Hampton and Poquoson, VA (Under design): As a lead engineer Clark Nexsen has developed Preliminary Field Inspection plans for this four-lane arterial widening project in the Cities of Hampton and Poquoson. The project includes widening of 200' long bridge with an approximate four-lane 1500' long bridge.
- I-95/Route 627 Interchange Bridges, Stafford County, VA (2004): Clark Nexsen's Design Manager was responsible for preliminary and final design plans for three grade-separation bridges for Stafford Co. airport interchange project. Also coordinated roadway and geotechnical design services which were performed by other consultants.
 - Route 627 Bridge Replacement over I-95
 - WB Connector CD Lane over I-95
 - WB Connector CD Lane over Rte. 1
- VDOT Design -Build Route 288 Widening and Ridgefield Parkway Interchange Bridges, Goochland County, VA (2004): Clark Nexsen's Design Manager was responsible for preliminary and final bridge designs, and plans for five (5) new bridges on a 6-month fast track design schedule after notice to proceed. Bridge plans were coordinated and prepared simultaneously with interchange plans being prepared by another Consultant.
 - Ridgefield Parkway (EBL & WBL) over Route 288

- Ramp A Flyover Route 288
 - Route 288 NBL over Tuckahoe Creek
 - Ramp D over Ridgefield Parkway
 - Route 288 over Broad Branch
-
- Rte. 234 Bypass Bridges, Prince William County, VA (2002): Clark Nexsen's Design Manager was responsible for preliminary and final design plans for one grade separation bridge over Route 234 bypass and twin parallel bridges over Southern railroad.
 - Route 234 Bypass over Southern Railroad
 - Route 692 (Lucasville Rd.) over Rte. 234 Bypass

Lessons Learned:

Clark Nexsen has completed numerous transportation projects and learned many valuable lessons throughout the course of these projects which are relevant to this project:

Public relations and community outreach:

- Close coordination with VDOT's Public Affairs office is critical, as the D-B outreach personnel act as an extension of the VDOT Public Affairs staff.
- A well informed public through media and television during construction is critical and helps reduce congestion and traffic delays, and improves safety during construction.

Construction phasing and MOT:

- Working closely with the construction manager to determine actual construction space requirements ensures smooth phasing of construction.
- MOT greatly influences construction cost and schedule; therefore, it must be considered earlier in the design phase to facilitate schedule and construction phasing that results in a cost-effective solution.

Utility Relocations:

- Timely coordination and notification to utility owners during the design phase and incorporating of their relocations into construction plans will avoid costly delays and change orders.
- Regular utility partnering meetings during construction are essential to a project's success.

Quality Control/VDOT Review Process:

- An up-front meeting between the D-B team and all VDOT review disciplines, to identify applicable standards and procedures, benefits the review process and schedule.

3.5 Project Risk

The Orders team believes that managing project risk is an integral component of our commitment to quality and therefore has written policies and procedures that must be followed based on our Quality Management System. Like all quality initiatives, managing risk is a continuous process whereby we identify, manage, and resolve project risks, as well as monitor the development and implementation of a risk management plan.

A project specific risk management meeting, conducted jointly with VDOT, local entities, and key third parties will be held to review and ensure that the design and plan of operations have countered and reduced risks prior to the start of construction.

3.5.1 Critical Risks

Based on our preliminary risk assessment where we look at five categories of risk – schedule, contract, design engineering, site conditions, and environmental – we believe that the three most relevant and critical project risks for this project are Traffic Control/MOT, Schedule, and Environmental.

Risk #1 – Traffic Control /MOT

High traffic volumes, multiple types of roadway users, and dense surrounding land uses all contribute to traffic control being one of the most significant risks for the Route 7 Widening and Bridge Rehabilitation project. The risk associated with traffic control on this project has multiple facets that affect safety, vehicle delay, access, and project schedule. Based on a preliminary analysis of potential traffic control layout for this project, the Orders Team has identified accommodating multiple types of users, high traffic volumes, and surrounding land uses as three main aspects associated with the traffic control risk. Below are summaries of each of those aspects and the mitigation factors that will be applied.

Multiple Types of Users

There are different types of road users ranging from trucks and vehicles to transit users, bicyclists and pedestrians within the Route 7 Widening and Bridge Rehabilitation project area. It is important that the MOT plan be designed to ensure the safety of all road user groups.

The Route 7 Widening and Bridge Rehabilitation project is located near the new Spring Hill Metro station. The opening of this station is planned to occur prior to the construction of the Route 7 Widening and Bridge Rehabilitation project. Parking is not provided at this Metro station, but bus stations, kiss and ride areas, pedestrian bridges and bicycle parking will be provided. Therefore, it is anticipated that this station will be a large generator of pedestrian and bicycle trips. The Route 7 construction for this project will be in close proximity to the station, so it will be important to provide a safe environment for pedestrians and bicyclist and to clearly communicate to them at all times during construction. Not having a plan in place to handle pedestrians and bicyclists during construction could put them in hazardous situations. Our mitigation strategies include:

- Discuss pedestrian and bicyclist volumes with WMATA and obtain if information does not already exist.
- Provide a safe and accessible path when possible during construction in accordance with the MUTCD and Virginia WAPM.
- Provide positive barriers to keep unauthorized persons from entering the construction area.
- Communicate alternate routes to pedestrians and bicyclists if access cannot be maintained across the bridge during periods of construction.

In addition to being located near the new Metro station, the Route 7 Bridge is located adjacent to multiple

car dealerships and near the Tysons Corner Mall and Galleria. The MOT plan must consider the high volume of tractor/trailer traffic originating from and destined for the businesses surrounding the interchange. If the special lane width and turning radius requirements of these vehicles are not properly addressed, significant property damage and traffic delays could occur. Our mitigating strategies include:

- We will maintain a standard turning radius for heavy trucks throughout the project, including during lane closures. These details will be documented in the MOT plan.
- We will communicate lane closure schedules to local businesses in advance.
- Maintaining the traffic control plan and devices (barrels, cones, temporary tape, etc.) will be a daily priority, and we will have a supply of replacement traffic control devices readily available so that they can be used as soon as there is an issue.

High Traffic Volumes

The Dulles Toll Road and Airport Access Highway as well as Route 7 have high traffic volumes. These high traffic volumes present work zone safety hazards to construction workers and the traveling public. They also have the potential to create long delays and backups. In order to mitigate potential issues associated with the high traffic volumes, Orders plans to use the following strategies:

- Traffic counts will be taken early in the project to assist with determining peak hours and off-hours.
- The traffic counts will be used in the scheduling of material deliveries and equipment and when possible, deliveries for the project will be scheduled for off-peak times.
- Our traffic engineer will develop an appropriate MOT plan according to MUTCD and the Virginia WAPM, thereby ensuring that the project will be constructed in the safest way possible.
- Construction staff and QC personnel will inspect the work zone daily to identify damaged equipment, incorrect installations, necessary MOT plan adjustments, and/or any other hazard. Any deficiencies will be corrected on the same day that they are identified.
- We will limit lane closures on the Dulles Toll Road and Airport Access Highway to nighttime hours.
- We will advise the public of our work schedule and when their access will be affected by maintaining a website and having public meetings.
- We will provide flagger service for short duration closures.
- We will coordinate with VDOT and the local officials to adjusting signal timing to minimize queues on Dulles Toll Road off-ramps, or extending queue storage areas along Dulles Toll Road shoulders to remove queued traffic from the Dulles Toll Road mainline. This is particularly important due to the proximity to the main toll facilities along the Dulles Toll Road.

Surrounding Land Uses

Heavy commercial areas are located to the south of the Route 7 Widening and Bridge Rehabilitation project and residential areas are located to the north. Access to existing commercial and residential areas must be maintained with minimal inconvenience to patrons and homeowners. Failure in this area could quickly jeopardize the community support that the project currently enjoys as well as impact local businesses. Additionally, this area experiences influxes in traffic around the holiday season due to the Tysons Corner Mall and Galleria located near the project. Traffic control will need to take this into account to not create excessive delays during the holiday season. We will use the following strategies to mitigate these risks:

- Prior to the installation of any traffic controls, we will conduct a stakeholder meeting and invite all affected parties. See the risk discussion below for further information on our communication plan.

- We will maintain close contact with VDOT, local authorities, and the public to communicate scheduled lane closures, phase changes, and detours.
- Ensuring traffic flow and access during the construction phases will be a primary consideration in determining the construction schedule.
- We will ensure that the MOT plan recognizes the critical link the project plays in the connection with nearby commercial centers.
- We will evaluate “worst case scenarios” to determine impacts, if any, and further define mitigation strategies. One strategy includes, suspending or limiting construction during peak traffic hours associated with nearby commercial centers.

Risk #2 - Schedule

The following items could affect the schedule and must be considered:

1. Right of way acquisition must be taken into consideration in scheduling this project. Ignoring this issue could delay the project. Mitigation strategies include meeting with affected property owners to explain the purpose of the project and effects on their property during and after construction.
2. Utility relocations may also affect the schedule and could also potentially delay the project. We will use the following strategies to mitigate this issue:
 - We will contact utility owners early and hold a field inspection meeting when suitable design plans are available to identify potential impacts to their facility. Alternatives to impacted locations will be considered and the relocation design and construction schedule will be set.
 - We will confirm utility locations through field exploration and/or test holes, early in the design process as well as performing a sweep of the corridor to verify that no new utilities have been added from the initial mapping.
 - We will eliminate or minimize impacts to the existing utilities as much as possible by making modifications to the roadway design plans.
 - Early establishment of utility corridors, right of way and utility easements will provide opportunities for early acquisitions of the right of way and for obtaining signed agreements with adjacent land owners and utility companies.
 - When possible, we will self-perform the relocation of the affected lines, directly controlling the work schedule. When self-performance is not an option, we will closely coordinate with the appropriate utility companies to ensure that each party is aware of the others' schedules. Contingency time will be provided in the schedule for work performed during the winter and hurricane seasons.
 - We will prioritize and clear utility conflicts through the corridor prior to significant clearing and grading operations.
 - We will monitor the utility relocations to ensure that relocation activities are in conformance to the plans and schedule.
3. The scope of work and high traffic volumes will require complex construction phasing and concurrent prosecution of multiple activities. Failure to identify and complete all necessary work in the appropriate phase and in advance of the required start of successor activities could result in substantial delays. Our mitigation strategies include:
 - We will perform a schedule risk assessment by carefully analyzing the project, through all phases of design and construction, to identify potential delays.
 - We will categorize each potential delay as either within Orders' direct control or controlled (in whole or in part) by a third-party. For schedule risks within Orders' control, the PM would identify the staff member(s) responsible for mitigating the risk, inform them of the situation, follow up as part of the weekly schedule update process to

- determine the status of the mitigation, and ensure that project progress is not affected. For schedule risks controlled by a third-party, the process is much the same: identify the responsible party(s), communicate with them both to explain the risk, and monitor mitigation progress.
- We will use Primavera P6 CPM software to manage the detailed schedule. This software aids in organization of tasks, resources, expenses, etc., allowing for a more efficient completion of a project. The project schedule will include all activities required to complete the project including design, drafting, permitting, right of way acquisition, utility relocation, and construction.
 - As the project evolves, we will update the schedule weekly by the PM to identify potential delays before they occur. Regular schedule updates will be provided to all stakeholders to encourage collaboration and communication. This is especially important for the QAM and the QCM, so that inspections are performed in a timely manner.
 - If a potential delay is identified, the PM will immediately work to identify the cause and resolve the issue.
 - We will maintain awareness of overlapping projects and do more research prior to beginning the project to determine impacts from concurrent projects: Existing Route 7 Project UPC 52328 (Reston Ave. to Jarrett Valley Dr.) Dulles Rail Phase 1 and Fairfax County Tysons Dulles Toll Rd. Ramp Study. We will also consider that material acquisition may take longer and cost more due to the major HOT Lanes Project going on in the area.
4. Over four decades, Orders has learned that even the most well planned and executed project can be adversely affected by factors beyond its control, such as extreme weather or national emergency. Our mitigating strategies include:
- We will shift extra equipment and manpower resources to this project should progress fall behind schedule.
 - Should our construction manager be unable to fulfill his duties for any reason, Orders has more than a dozen employees, each with at least 10 years of experience in that position, who could fill in temporarily.
 - We will be prepared for potentially unexpected issues such as encountering unexpected soils for the bridge foundations.
5. One of the single greatest schedule risks is a failure in stakeholder coordination and communication. Our mitigating strategies include:
- We will conduct a stakeholder kickoff meeting in Fairfax County to inform interested parties of VDOT's goals for the project and solicit their input.
 - We will conduct a formal partnering workshop, likely in conjunction with the stakeholder kickoff meeting.
 - We will develop a communication plan to ensure that all affected parties are kept informed of project issues and progress.
 - We will maintain awareness of public concerns, such as potential noise during construction that could affect neighborhoods in the area.
 - We will conduct regular monthly progress meetings including Orders, Clark Nexsen, VDOT, critical subcontractors, subconsultants, and key stakeholders. The main purpose of these meetings would be to inform all key parties of the most recent schedule update and offer them the opportunity to review the schedule.
 - Hold weekly construction quality control staff meetings so that all staff members are informed and aware of all ongoing construction phases and work.

Risk #3 - Environment

Environmental risks include the following:

1. If the existing bridge is a Type B structure containing lead-based paint, we will need to ensure that none is released into the environment during the rehabilitation. Mitigation strategies include following all VDOT and OSHA policies and procedures with regard to engineering and work practice controls to ensure that both workers and the environment are not exposed.
2. Natural asbestos in the ground is another consideration. Mitigation strategies will include testing for this and following all VDOT and OSHA policies and procedures with regard to engineering and work practice controls to ensure that both workers and the environment are not exposed.
3. Our team must also be prepared to remediate any buried hydro-carbon contaminated soil should it be encountered on the project. In order to mitigate this risk, as the final design evolves for the project, the right of way requirements will be carefully monitored for changes. Any additional right of way will be evaluated to determine if potential hazardous materials issues exist. The ECM will be supported by staff qualified to conduct these investigations should they become necessary. In addition, construction plans for these areas will include this notation: "If petroleum-contaminated soil or groundwater should be encountered during the project, contact the Regional Hazardous Materials Manager, Joe Taylor, at (804) 332-3463 for assistance in properly managing these materials." The ECM will be the first point of contact for the team. He will be responsible for contacting the appropriate parties and agencies.
4. Spills must also be prevented to avoid harm to workers and the environment. Mitigation strategies include following company, VDOT, and OSHA protocols. We will place petroleum and other chemicals in controlled storage.
5. Stormwater run-off controls will be utilized in order to minimize any environmental impact. We will be aware that there may be limited space for temporary stormwater management. Mitigating strategies include early coordination with regulatory agencies to provide their feedback and staffing the project with highly competent, certified, and qualified E&SC managers. Maintaining the environmental controls is a daily priority and must be addressed immediately by having a supply of replacement of erosion and sediment control materials readily available so that they can be used as soon as there is an issue.

ATTACHMENT 2.10**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION**

RFQ NO. C00082135DB77
 PROJECT NO.: 0007-029-139, P101, R201, C501, B617, B618

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 05/13/2014
(Date)
2. Cover letter of RFQ Addendum No. 1 06/04/14
(Date)
3. Cover letter of _____
(Date)



 SIGNATURE

June 17, 2014

 DATE

ATTACHMENT 3.1.2

Project: 0007-029-139, P101, R201, C501, B617, B618

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

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

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

ATTACHMENT 3.1.2

Project: 0007-029-139, P101, R201, C501, B617, B618

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
SCC and DPOR registration documentation (Appendix)	Attachment 3.2.10	Section 3.2.10	no	2
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	2
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	2
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	2
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	2
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	2
Offeror's Team Structure				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	3 & 4
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	4
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	4
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	4
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	4
Organizational chart	NA	Section 3.3.2	yes	5
Organizational chart narrative	NA	Section 3.3.2	yes	6

ATTACHMENT 3.1.2

Project: 0007-029-139, P101, R201, C501, B617, B618

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
Experience of Offeror's Team				
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	7 & 8
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	9
Project Risk				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	11

ATTACHMENT 3.2.6

State Project No. 0007-029-139, P101, R201, C501, B617, B618

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.

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Affiliate	Paramount Builders, LLC	505 6 th Avenue, St. Albans, WV 25177
Affiliate	Central Contracting, Inc.	515 6 th Avenue, St. Albans, WV 25177
Subsidiary	Summit Corporation	501 6 th Avenue, St. Albans, WV 25177
Subsidiary	Middle Ridge Properties, LLC	501 6 th Avenue, St. Albans, WV 25177

ATTACHMENT NO. 3.2.7(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

Project No.: 0007-029-139, P101, R201, C501, B617, B618

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.

 6/12/14 President
Signature Date Title
Nathaniel R. Orders
Orders Construction Company, Inc
Name of Firm

ATTACHMENT NO. 3.2.7(b)

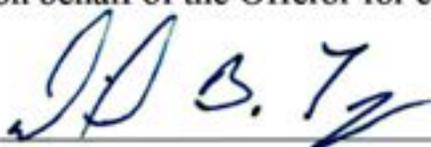
**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0007-029-139, P101, R201, C501, B617, B618

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.

 6/19/2014 Principal
Signature Date Title

Clark Nexsen, Inc.
Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0007-029-139, P101, R201, C501, B617, B618

- 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

June 3, 2014

Date

Chief Executive Officer

Title

NXL Construction Services, Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0007-029-139, P101, R201, C501, B617, B618

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.

J. Randy Wirt

Signature	June 12, 2014	Chief Engineer/Vice President
	Date	Title

ECS Mid-Atlantic, LLC
Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0007-029-139, P101, R201, C501, B617, B618

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.

	6/6/2014	President Emeritus
_____ Signature	_____ Date	_____ Title

Froehling & Robertson, Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0007-029-139, P101, R201, C501, B617, B618

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.

Amal Hassan 6/5/2014 President
Signature Date Title

HASSAN WATER RESOURCES, PLC
Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0007-029-139, P101, R201, C501, B617, B618

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

June 5, 2014

Date

Chairman of the Board

Title

Hurt & Proffitt, Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0007-029-139, P101, R201, C501, B617, B618

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.

_____	6/9/14	_____
Signature	Date	President

		Title

KDR Real Estate Services, Inc.

Name of Firm



COMMONWEALTH OF VIRGINIA



CERTIFICATE OF QUALIFICATION

ORDERS CONSTRUCTION COMPANY, INC.

Vendor Number: 0017

In accordance with the Regulations of the Virginia Department of Transportation, you are hereby notified that the following Rating and Classifications have been assigned to your firm:

Prequalified

Work Classes: GRADING; MAJOR STRUCTURES; MINOR STRUCTURES; ERECT FABRICATED STRUCTURAL MATERIAL; BRIDGE REPAIRS

Issue Date: 6/3/2013

Suzanne FR Lucas, Prequalification Officer

This Rating and Classification will Expire: 7/31/2014

Don E. Silles, State Contract Officer



UNDERSTAND. SERVICE. INNOVATE.

USI Insurance Services LLC
1 Hillcrest Drive East
Charleston, WV 25311
www.usi.biz
Phone: 304.347.0611

May 28, 2014

Stephen D. Kindy, PE
Alternate Project Delivery Office
Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219

**Re: Orders Construction Company, Inc.
St. Albans, WV**

**Project: Route 7 Widening and Bridge Rehabilitation over Dulles Toll Road
and Airport Access Highway
State # 0007-029-139, P101, R201, C501, B617, B618
Fed # BR-5401(738)
Contract ID # C00082135DB77
Fairfax County, VA**

Dear Sirs:

Orders Construction Company has made us aware of their desire to bid on the subject project in October, 2014. It is our understanding that the estimate on the project is \$29,700,000. Orders Construction is capable of obtaining a bond for a project of this magnitude. If Orders Construction is the successful bidder and enters in to a contract to construct this project, we will, according to the terms and conditions of the required bid bond, issue the 100% performance and 100% labor and material payment bonds to warrant the integrity of this project including the warranty period.

Orders Construction's surety credit is underwritten by Travelers Surety. Travelers has an A.M. Best financial strength rating of A+ (superior) and financial size category of XV (\$2 billion) and is authorized to do business in the Commonwealth of Virginia.

This letter is intended for reference purposes and any formal and specific bond approvals will be based on current and pertinent underwriting factors at the time of the request.

If you have questions concerning this matter, please call me at 304-347-0667. Thank you for your consideration.

Sincerely,

Andrew K. Teeter
Sr. Vice President

ATTACHMENT 3.2.10

State Project No. 0007-029-139, P101, R201, C501, B617, B618

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.

Business Name	SCC Information (3.2.10.1)				DPOR Information (3.2.10.2)			DPOR Expiration Date
	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number		
Orders Construction Company, Inc.	F026850-0	Corp	Active	501 6 th Avenue St. Albans, WV 25177	Contractor Class A	2701032711	08-31-2014	
Clark Nexsen, Inc.	0190175-0	Corp	Active	6160 Kempsville Circle, Suite 200 Norfolk, VA 23502	ENG	0407 006529	12-31-15	
NXL Construction Services, Inc.	3497427	Corp	Active	114 E. Cary Street, Ste. 200 Richmond VA 23219	ENG, LS	0407 003031	12-31-15	
NXL Construction Services, Inc.	3497427	Corp	Active	110 Wenn Drive Christiansburg VA 24073	ENG	0411 001067	2-29-16	
ECS-Mid-Atlantic, LLC	S1366535	Limited Liability Company	Active	14026 Thunderbolt Pl Suite 100 Chantilly, VA 20151	ENG	0407 004628	12-31-15	
Froehling & Robertson Inc.	0027211-2	Corp	Active	22923 Quicksilver Drive, Suite111 Sterling, VA 20166	ENG	0411 000051	2-29-16	
HWR Inc.	S2293282	Professional Limited Liability Company	Active	2255 Parkers Hill Drive, Maidens VA 23102	Professional Engineering- Professional Limited Liability Company	0413 000299	12-31-15	

ATTACHMENT 3.2.10

State Project No. 0007-029-139, P101, R201, C501, B617, B618

SCC and DPOR Information

Hurt & Profit	0142895-2	S	Active	2524 Langhorne Rd. Lynchburg, VA 24501	L.S, ENG	0407003927	12-31-15
KDR Real Estate Services, Inc.	0571210-4	Corp	Active	2500 Grenoble Road Richmond, VA 23294	Real Estate	0226 007129	12-31-2014

DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)

Business Name	Individual's Name	Office Location Where Professional Services will be Provided (City/State)	Individual's DPOR Address	DPOR Type	DPOR Registration Number	DPOR Expiration Date
Clark Nexsen, Inc.	Achyut "AJ" Patel	Norfolk, VA	6160 Kempsville Circle, Suite 200 Norfolk, VA 23502	PE	0402 025919	04-30-2015
NXL Construction Services, Inc.	Joseph Hamed	Christiansburg	110 Wenn Drive Christiansburg VA 24073	PE	0402 039327	2-29-16
KDR Real Estate Services, Inc.	Allen Dorin, Jr.	Richmond, VA	2500 Grenoble Road Richmond VA 23294	Real Estate Broker	0225 108043	03-31-2015
KDR Real Estate Services, Inc.	Allen Dorin, Jr.	Richmond, VA	2500 Grenoble Road Richmond VA 23294	Appraiser	4001 000562	11-30-2015

Attachment 3.2.10.1 & 3.2.10.2 Team SCC and DPOR copies



Please note: The SCC website will be unavailable Thursday, June 12, from 6 p.m. until 10 p.m. for system maintenance. We apologize for the inconvenience and appreciate your patience.

Home | Site Map | About SCC | Contact SCC | Privacy Policy



SCC eFile > Entity Search > Entity Details

Login | Create an Account



SCC eFile Business Entity Details



ORDERS CONSTRUCTION COMPANY, INC.

- SCC eFile
 - SCC eFile Home Page
 - Check Name
 - Distinguishability
 - Business Entity Search
 - Certificate Verification
 - FAQs
 - Contact Us
 - Give Us Feedback
- Business Entities
- UCC or Tax Liens
- Court Services
- Additional Services

General

SCC ID: F0268500
 Entity Type: Foreign Corporation
 Jurisdiction of Formation: WV
 Date of Formation/Registration: 7/5/1973
 Status: Active
 Shares Authorized: 50000

Select an action

- [File a registered agent change](#)
- [File a registered office address change](#)
- [Resign as registered agent](#)
- [File an annual report](#)
- [Pay annual registration fee](#)
- [Order a certificate of good standing](#)
- [View eFile transaction history](#)
- [Manage email notifications](#)

Principal Office

PO BOX 1448
 501 6TH AVE
 ST ALBANS WV25177

[New Search](#) [Home](#)

Registered Agent/Registered Office

ROBERT J. KRONER
 418 EAST WATER STREET
 P.O. BOX 2737
 CHARLOTTESVILLE VA 22902
 CHARLOTTESVILLE CITY 203
 Status: Active
 Effective Date: 10/10/1991

Screen ID: e1000

Need additional information? Contact sccinfo@scs.vccmr.com Website questions? Contact: webmaster@scs.vccmr.com

We provide external links throughout our site.

 PDF Label Reader

 Excel Label Viewer

 PowerPoint Label Viewer

 Word Label Viewer

 Build #: 1.0.0.13647

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

EXPIRES ON
08-31-2014

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

NUMBER
2701032711

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

**ORDERS CONSTRUCTION COMPANY INC
501 6TH AVENUE
ST ALBANS, WV 25177-1448**



Gordon N. Dixon
Gordon N. Dixon, Director

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

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

CLARK ♦ NEXSEN

1903
Commonwealth of Virginia



State Corporation Commission

I Certify the Following from the Records of the Commission:

The foregoing is a true copy of all documents constituting the charter of Clark Nexsen, Inc. on file in the Clerk's Office of the Commission.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:
April 4, 2014*

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
12-31-2015

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

NUMBER
0407006529

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

PROFESSIONS: ENG, LA, ARC, CID

CLARK NEXSEN INC
6160 KEMPSVILLE CIR STE 200A
NORFOLK, VA 23502



James W. DeBorja
James W. DeBorja, Director

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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

(DETACH HERE)

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

BOARD FOR AP/LS/CID/LA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407006529 EXPIRES: 12-31-2015
PROFESSIONS: ENG, LA, ARC, CID
CLARK NEXSEN INC
6160 KEMPSVILLE CIR STE 200A
NORFOLK, VA 23502



POCKET

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

10010 (7/11) 107026-3



Commonwealth OF Virginia



State Corporation Commission

I Certify the Following from the Records of the Commission:

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

The date of incorporation is November 17, 1989.

Nothing more is hereby certified.

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



Joel H. Peck

Joel H. Peck, Clerk of the Commission



SCC eFile Business Entity Details

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NXL Construction Co., Inc.

General

SCC ID: 03497427
Entity Type: Corporation
Jurisdiction of Formation: VA
Date of Formation/Registration: 11/17/1989
Status: Active
Shares Authorized: 5000

Principal Office

114 E CARY STREET SUITE 200
RICHMOND VA 23219

Registered Agent/Registered Office

NICOMEDES L DE LEON
9606 GEORGE'S BLUFF RD
RICHMOND VA 23229
HENRICO COUNTY 143
Status: Active
Effective Date: 10/8/1998

Select an action

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- [File a registered office address change](#)
- [Resign as registered agent](#)
- [File an annual report](#)
- [Pay annual registration fee](#)
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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON

12-31-2015

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

NUMBER

0407003031

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

PROFESSIONS: ENG, LS

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



Geordan N. Dixon
Geordan N. Dixon, Director

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

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
02-29-2016

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

NUMBER
0411001067

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

PROFESSIONS: ENG

NXL CONSTRUCTION COMPANY INC
110 WENN DRIVE
CHRISTIANSBURG, VA 24073



Gordon N. Dixon
Gordon N. Dixon, Director

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



Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, April 16, 2004

This is to certify that the certificate of organization of

**Engineering Consulting Services - Mid-Atlantic,
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: April 16, 2004



State Corporation Commission

Attest:

Joel H. Beck
Clerk of the Commission

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
12-31-2015

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

NUMBER
0407004628

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

PROFESSIONS: ENG

ECS-MID-ATLANTIC LLC
LEO J TITUS JR PE
14026 THUNDERBOLT PL STE 100
CHANTILLY, VA 20151



Gordon N. Dixon
Gordon N. Dixon, Director

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



SINCE 1881

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That FROEHLING & ROBERTSON, INCORPORATED is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is October 11, 1924;

That the period of its duration is perpetual; and

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

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:
January 30, 2014*

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
02-29-2016

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

NUMBER
0411000051

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

PROFESSIONS: ENG

FROEHLING & ROBERTSON, INC
22923 QUICKSILVER DR STE 111
STERLING, VA 20166



Nick A. Christner
Nick A. Christner, Interim Director

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

(POCKET CARD) COMMONWEALTH OF VIRGINIA

BOARD FOR APPLSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000051 EXPIRES: 02-29-2016
PROFESSIONS: ENG
FROEHLING & ROBERTSON, INC
22923 QUICKSILVER DR STE 111
STERLING, VA 20166



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

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10010 (7/11) 107028-3

HWR

Water Resources Consultants

Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, July 16, 2007

This is to certify that the certificate of organization of

Hassan Water Resources, PLC

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: July 16, 2007



State Corporation Commission

Attest:

Joel H. Beck
Clerk of the Commission

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

EXPIRES ON
12-31-2015

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

NUMBER
0413000299

**BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS
AND LANDSCAPE ARCHITECTS
PROFESSIONAL LIMITED LIABILITY COMPANY**

PROFESSIONS: ENG

**HASSAN WATER RESOURCES PLC
HWR
2255 PARKERS HILL DRIVE
MAIDENS, VA 23102-2244**



Gordon N. Dixon
Gordon N. Dixon, Director

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

**HURT &
PROFFITT**

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That HURT & PROFFITT, INC. is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is January 9, 1973;

That the period of its duration is perpetual; and

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

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:
January 5, 2012*

Joel H. Peck

Joel H. Peck, Clerk of the Commission

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
12-31-2015

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

NUMBER
0407003927

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

PROFESSIONS: LS, ENG

HURT & PROFFITT INC
2524 LANGHORNE RD
LYNCHBURG, VA 24501



Gordon N. Dixon
Gordon N. Dixon, Director

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APPLICANTS
BUSINESS ENTITY REGISTRATION
NUMBER: 0407003927 EXPIRES: 12-31-2015
PROFESSIONS: LS, ENG
HURT & PROFFITT INC
2524 LANGHORNE RD
LYNCHBURG, VA 24501



(FOLD)

(DETACH HERE)

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

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10010 (7/11) 107028-3

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
12-31-2014

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

NUMBER
0402039637

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

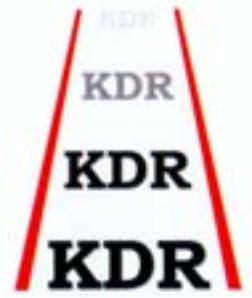
BRIAN LEE COSSMAN
215 HITCHING POST LANE
FOREST, VA 24551



Gordon N. Dixon
Gordon N. Dixon, Director

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CISM0180 CORPORATE DATA INQUIRY

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CORP ID: 0571210 - 4 STATUS: 00 ACTIVE STATUS DATE: 07/07/03
CORP NAME: KDR REAL ESTATE SERVICES, INC.

DATE OF CERTIFICATE: 01/30/2002 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
MERGER IND: CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:
R/A NAME: ALLEN G DORIN JR



STREET: 2500 GRENoble RD AR RTN MAIL:

CITY: RICHMOND STATE : VA ZIP: 23294
R/A STATUS: 2 OFFICER EFF. DATE: 07/09/03 LOC : 143
ACCEPTED AR#: 213 01 0173 DATE: 11/20/12 HENRICO COUNTY
CURRENT AR#: 213 01 0173 DATE: 11/20/12 STATUS: A ASSESSMENT INDICATOR: 0
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
13 100.00 100

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON

12-31-2014

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

NUMBER

0226 007129

REAL ESTATE BOARD
REAL ESTATE CORPORATION, PARTNERSHIP, ASSOCIATION LICENSE
POST IN A CONSPICUOUS PLACE
THIS LICENSE TO BE KEPT IN CUSTODY AND CONTROL OF PRINCIPAL BROKER

KDR REAL ESTATE SERVICES INC

2500 GRENOBLE RD

RICHMOND, VA 23294



Gordon N. Dixon
Gordon N. Dixon, Director

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

Attachment 3.2.10.3 & 3.2.10.4 DPOR copies for Key Personal

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
04-30-2015

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

NUMBER
0402025919

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

ACHYUT G PATEL
729 QUEEN ELIZABETH DR
VIRGINIA BEACH, VA 23452



Gordon N. Dixon
Gordon N. Dixon, Director

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
02-29-2016

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

NUMBER
0402039327

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

JOSEPH ROY HAMED
110 WENN DRIVE
CHRISTIANSBURG, VA 24073



Gordon N. Dixon
Gordon N. Dixon, Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
11-30-2015

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

NUMBER
4001000562

REAL ESTATE APPRAISER BOARD
CERTIFIED GENERAL REAL ESTATE APPRAISER

ALLEN G DORIN JR
2500 GRENOBLE ROAD
RICHMOND, VA 23294



Gordon N. Dixon
Gordon N. Dixon, Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
03-31-2015

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

NUMBER
0225108043

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

ALLEN GUNN DORIN JR
KDR REAL ESTATE SERVICES INC
2500 GRENOBLE RD
RICHMOND, VA 23294



Gordon N. Dixon
Gordon N. Dixon, Director

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

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Charlie Stokes – Virginia Operations Manager
b. Project Assignment: Design-Build Project Manager
c. Name of Firm with which you are now associated: Orders Construction Company, Inc.
d. Years experience: With this Firm <u>4</u> Years With Other Firms <u>42</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below): Orders Construction Company, Inc.: Project Manager (2010-present) : Responsible for bidding and project management for roadway and bridge projects including scheduling, contract administration, coordination with stakeholders, safety, resource allocations and project quality. Corte Construction Company/ Fort Chiswell Construction Company (wholly owned subsidiary of Corte): Project Manager/Operations Manager (1992-2010): Responsible for bidding and project management of grading, bridge and tunnel projects, including daily operations, resource allocation, scheduling, safety and project quality.
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: University of Pittsburgh (Pittsburgh, PA)/ N/A / N/A / N/A
f. Active Registration: Year First Registered/ Discipline/VA Registration #: N/A
g. Document the extent and depth of your experience and qualifications relevant to the Project. 1. <i>Note your specific responsibilities and authorities for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> (List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.) Project: Route 60 Main Street Bridge Replacement, Clifton Forge, VA Project Role: Project Manager Responsibilities: This design-build project was to replace the Route 60 bridge in downtown Clifton Forge, VA. This project involved replacing a bridge, which abuts commercial buildings on both sides, on Route 60 West bound over Smith Creek in downtown Clifton Forge and rebuilding Main Street from Commercial Avenue to Ridgeway Street. The project also involved changing Route 60 Business from a one-way (East bound only) to a two-way road and removing a traffic island that separated Route 60 Business East and Route 60 West (Main Street). Additionally, traffic signals were added at the intersection of Route 60 and Commercial Avenue. Mr. Stokes was responsible for overall management of all facets of the project, including daily operations and scheduling; resource and manpower allocation; contract administration; safety; project quality and quality management; traffic control; communications with the public/public outreach; and work with chief engineer for design of project. Performed with Orders Construction Co., Inc. (2011 - 2013) Project: Bridge over South Holston Lake, Avens, VA Project Role: Project Manager Responsibilities: This project is to replace the existing truss bridge over the South Fork Holston River/Lake in Washington County, VA with a new two lane structure constructed on the upstream side of the existing bridge. The new structure uses drilled shaft piers due to water depth at full pool of approximately 80 feet deep. Much of the construction and demolition is being completed from barges. Two lanes of traffic are being maintained through most of the project duration. Mr. Stokes is responsible for overall management of all facets of the project, including daily operations and scheduling; resource and manpower allocation; contract administration; safety; project quality and quality management; and traffic control. Performed with Orders Construction Co., Inc.(2013 - 2015). Project: Route 614 over Crowes Nest River, Lake Flannagan, Dickenson County, VA Project Role: Project Manager Responsibilities: This bridge project was over Flannagan Lake in an environmentally sensitive area. Floating barges and large cranes were required. The project included concrete deck and parapet removal over water, heavy structural steel removal, new girders to set, and water line replacement on the bridge. Mr. Stokes was responsible for overall

management of all facets of the project, including daily operations and scheduling; resource and manpower allocation; contract administration; safety; project quality and quality management; and traffic control. **Performed with Orders Construction Co., Inc. (2012 thru 2014)**

Project: Gate City, VA Business Rte. 23/Kane Ave, Scott County, VA Project Role: Project Manager

Responsibilities: This was a 3-phase project improving Business Route 23 and the access to Gate City High School. The 4-span bridge with five lanes of traffic over the Norfolk Southern Railway ties Route 23, Business Route 23, Route 58, and Route 421 together at Gate City. Additionally, improvements at Jones Street allowed traffic from the high school to travel north on Route 71, thereby avoiding downtown traffic. Other aspects of this project were a soil nail wall at the high school, grading, drainage, water, sewer, curb and gutter, sidewalks, commercial entrance, and signals. Mr. Stokes was responsible for overall management of all facets of the project, including daily operations; resource and manpower allocation; scheduling; project quality; safety; traffic control; railroad coordination; and coordination with city and school board. **Performed with Corte/Fort Chiswell Construction Companies, Inc. (1999-2000)**

Project: Route 419 and East Main Street Interchange – Bridge, Salem, VA Project Role: Project Manager

Responsibilities: This \$4 million project included widening of Route 460; widening East Main Street to five lanes; replacing the existing bridge over Mason Creek with a 2-span, 5-lane structure; widening Route 419; and adding turn lanes onto Route 460. To accommodate the high traffic volume and significant grade changes, the work was designed to be constructed in eight phases. Mr. Stokes was responsible for overall management, bidding, resource, manpower allocation, and final acceptance. Work included bridge demolition and construction, half at a time; temporary drainage and paving and new paving; new storm drain system, new water system, new sanitary sewer system; relocation of a major gas line; new curb, gutter, medians, and sidewalks; new commercial entrances; and new signals and signage.

Mr. Stokes was responsible for overall management of all facets of the project, including daily operations; resource and manpower allocation; scheduling; safety; project quality; traffic control; and partnering with the public. **Performed with Corte/Fort Chiswell Construction Companies, Inc. (2003-2004)**

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

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

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Joseph Hamed, PE, CCM, PMP – Quality Assurance Manager
b. Project Assignment: Quality Assurance Manager
c. Name of Firm with which you are now associated: NXL Construction Company, Inc.
d. Years experience: With this Firm <u>3</u> Years With Other Firms <u>25</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below): NXL Construction Company, Inc.: Quality Assurance Manager (2011-Present) : Mr. Hamed's responsibilities include Independent Quality Assurance Manager for joint Design-Build projects ensuring all contract requirements and specifications are appropriately administered and applied, all required quality control testing and independent quality assurance is carried out in accordance with applicable requirements ensuring construction quality standards are met and payments appropriately processed. Virginia Department of Transportation: Area Construction Engineer (5/05-10/06; 1/11-5/11): Mr. Hamed managed the delivery of the Salem District Southern Construction Area's Construction Program. His responsibilities included: identifying and communicating with stakeholders and encouraging team member to communicate, identifying the need for extra work, reviewing and negotiating work order prices, and providing Responsible Charge oversight to ensure that each project was constructed in conformance with the plans, specifications and standards. Virginia Department of Transportation: Program Delivery Engineer (10/06-1/11): Mr. Hamed provided oversight of all SW Regional Operations project delivery in all project phases, including planning, programming, project development and construction. He identified funding sources for chosen projects, requested funding transfers, and initiated projects in the Department's system. Mr. Hamed also provided oversight of the PE process to ensure that projects were developed in accordance with VDOT processes. Virginia Department of Transportation: Project Manager (8/04-5/05): Mr. Hamed provided constructability, E&S and safety reviews for several projects in various phases including design and construction. He also provided project management and engineering analysis on a variety of projects. HNTB Corporation: Resident Engineer (3/04-7/04): Mr. Hamed's duties included: documenting progress, providing reports to various stakeholders, including VDOT, the prime contractor (Branch Highways), and the design office of HNTB. Mr. Hamed performed E&S inspections, recommended E&S preventive measures, coordinated problems and permits with DEQ, Corps of Engineers, and VDOT, and also collected and forwarded data required by DEQ and Corps of Engineers, including pH, temperature, dissolved oxygen, etc. Louis Berger Group: Project Manager / Project Engineer (4/99-1/04): Mr. Hamed's primary duty was to document that the project was constructed in accordance with the plans, specifications and the contract. He monitored the contractor's activities with respect to schedule, cost and quality. Mr. Hamed was responsible for recommending solutions to problems, corrections for deficiencies encountered, acceptance or rejection of work, changes and extras. He was also responsible for preparation of monthly project progress reports for the Owner.
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: University of Idaho / BS / 1990 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: Professional Engineer / Civil / 2004 / VA #039327
g. Document the extent and depth of your experience and qualifications relevant to the Project. a. Note your specific responsibilities and authorities for each project, not those of the firm. b. Note whether experience is with current firm or with other firm. c. Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation. (List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.)
Project: I-581 & Valley View Boulevard Interchange, Roanoke VA Project Role: Quality Assurance Manager Responsibilities: This \$38.5 million project will complete an existing interchange that serves a major shopping center. The design-build team's scope of work includes design, right-of-way services, environmental permitting, paving, grading, drainage, sound walls, lighting, traffic signals, bridge repair/ construction, and pedestrian trails/bridges. The project's innovative approach provides a diverging diamond interchange that reduces right-of-way acquisition and

environmental impacts. As the Quality Assurance Manager, Mr. Hamed and staff provide QA services. Construction and QC processes are monitored and documented to assure compliance with the contract requirements. **Performed with NXL (expected project completion 2016)**

Project: I-81 Corridor Safety Improvements (Truck Climbing Lanes), Montgomery County VA

Project Role: Quality Assurance Manager

Responsibilities: This \$75 million project provided an additional interstate southbound lane through five miles of mountainous terrain. Contractor's scope of work included design, right of way services, drilling, blasting, grading, drainage, paving, multiple bridge construction, demolition of existing structures, environmental permitting, maintenance of traffic, and retaining walls. As part of the design-build team, Mr. Hamed provided independent Quality Assurance (QA) in accordance with the Department's design-build specifications. The QA staff provided ongoing observation of construction and QC processes to assure adherence to the relevant plans, specifications, and standards. **Performed with NXL (completed summer 2013)**

Project: Multiple Bridge Rehabilitation, Staunton, Culpeper, and NOVA Districts VA

Project Role: Quality Assurance Manager

Responsibilities: This project provided superstructure replacements and substructure repairs for 24 bridges in three Districts. The design-build team's scope of work included design; environmental permitting; with light grading, paving, and drainage. The superstructure replacements included a variety of beam materials including cast-in-place concrete, pre-cast concrete, and steel. Mr. Hamed provided QA services. He and the QA staff provided oversight of construction and QC processes to assure compliance with the contract provisions. **Performed with NXL (completed fall 2012)**

Project: Route 60/Main Street Bridge Rehabilitation, Clifton Forge VA

Project Role: Quality Assurance Manager

Responsibilities: This \$3.6 million dollar project replaced an aged concrete bridge in an urban environment. Since the bridge deck provides access to businesses on both sides of the street, maintaining access to businesses during construction was a key aspect of this project. The design-build team's scope of work included design, environmental permitting, demolition of existing structure, maintaining constant access to businesses, bridge construction, drainage, paving, light electrical, traffic signal, and signage. Mr. Hamed provided QA services in accordance with VDOT requirements. The QA staff provided constant oversight of construction and QC process to assure compliance with contract requirements. **Performed with NXL (completed fall 2012)**

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

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

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Achyut (AI) Patel, PE, Senior Bridge Engineer
b. Project Assignment: Design Manager
c. Name of Firm with which you are now associated: Clark Nexsen
d. Years experience: With this Firm <u>10</u> Years With Other Firms <u>30</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below): Clark Nexsen: Project Manager/Lead Structural Engineer responsible for the design and management of all types of bridge design projects using AASHTO LRFD and ASD design specifications. These included design of straight and curved structures over creeks and rivers, highways and railroads, as well as bridge widenings and rehabilitation of existing structures. Duties included preparation of preliminary and final bridge design and plans, environmental permit sketches, cost estimates, load ratings, daily coordination with design staff, and review of design and CADD work to ensure that the production of contract documents were performed in accordance with VDOT standards and specifications. Responsible for coordination with owner's project managers, other disciplines, subconsultants, and supervision of staff engineers and CADD technicians. Provided mentoring, professional guidance, and problem solving to design staff. Reviewed shop drawings and attended field coordination meetings during construction phase and provided design changes due to unforeseen field conditions. January 2004 to Present. Reid Structure & Bridge, Inc.: Lead Structural Engineer responsible for the planning, design and coordination of simple and continuous, steel and prestressed concrete bridges using AASHTO ASD and LFD design specifications. Managed and designed bridge projects from preliminary to final design submittals and also worked closely with VDOT project managers to fulfill their requirements and complete projects. Supervise and guide staff engineers and CADD technicians in daily design process and production of plans. Duties included design of prestressed and steel superstructures on a straight and curved alignment, integral and MSE wall abutments, multi column and tall hammerhead piers using design software such as SIMON, CONSPAN, DESCUS, STAAD and RC-Pier, preparation of environmental permit sketches, cost estimates and load rating. Also responsible for coordination with other disciplines and subconsultants. Performed inspections for highway bridges, navy drydocks and piers, and prepared rehabilitation reports and repair plans. Reviewed shop drawings and provided design changes during construction due to changed field conditions. Participated and prepared successful proposal schemes during bridge interview process for municipalities and VDOT. April 1995 to December 2004. A.I. & Associates Inc.: Structural engineer responsible for the design of prestressed concrete and steel bridges. Duties included design of steel plate girders, prestressed concrete beam superstructures, deck slabs, integral and wall abutments, multi column and hammerhead piers, pile and spread foundations, as well as concrete box culverts and sheet pile bulkheads. Utilized CONSPAN and STADD software in the design process. Reviewed CADD drawings and shop drawings. Also performed NBIS inspections and BRR (Formerly VRTIS) load ratings for highway and railroad bridges. April 1992 to April 1995
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: University of Virginia / M.E. / 1994/ Civil Engineering (Structures) New Jersey Institute of Technology / B.S. /1990/ Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: Professional Engineer / Civil / 1994 / Virginia #025919
g. Document the extent and depth of your experience and qualifications relevant to the Project. a. <i>Note your specific responsibilities and authorities for each project, not those of the firm.</i> b. <i>Note whether experience is with current firm or with other firm.</i> c. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> (List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.) Project: DB - Rte. 60 Bridge Replacement over Smith Creek, Clifton Forge, VA Project Role: Design Manager Responsibilities: In-charge of complete design for the complex replacement of a 164 foot long concrete T-beam bridge that is bordered along each side with historic buildings located less than 1 inch away for the length of the bridge. The new structure is a 3-span (48'-56'-43' with end cantilevers) prestressed concrete box beam superstructure supported on concrete frame bent piers founded on rock. Also coordinated all support services including approach roadway design.

transportation maintenance plans, hydraulics and scour analysis, geotechnical analysis, surveying and utility designs. Worked closely with contractor, hydraulic engineer and geotechnical engineer to determine the most cost effective foundation system. **Performed with Clark Nexsen (2010 – 2012)**

Project: Brambleton Avenue Bridge Widening and Deck Replacement, Norfolk, VA. Project Role: Project Manager/Lead Structural Engineer Responsibilities: Responsible for design and overall project management for the 13 span, 700 ft. long bridge crossing over waterway. Stage construction was employed to maintain 3 lanes of traffic during construction. Designed prestressed concrete superstructure and substructure widening, and complete deck replacement to accommodate 10 foot path. The new deck slab was detailed as 2- span continuous units to reduce number of deck joints. Prepared cost estimates, environmental permit sketches and coordinated design with other disciplines and utility companies. Provided construction period services to include shop drawings review periodic meetings with contractor and design changes to accommodate unforeseen conditions. **Performed with Clark Nexsen (2006 – 2008)**

Project: I-95/Route 627 Interchange Bridges, Stafford County, VA. Project Role: Lead Structural Engineer Responsibilities: Responsible for the preliminary and final design and, construction plans for three grade separation bridges for Stafford County Airport Interchange project. Coordinated all design with roadway and geotechnical consultants. Designed tall concrete abutment on piles and MSE wall abutments, Teflon sliding bearings, steel plate girders and prestressed concrete beams continuous for live loads. Structures included:

- Rte. 627 Bridge Replacement over I-95: 430 ft. long, curved 5 span continuous prestressed concrete bridge
- WB Connector CD Lane over I-95: 600 ft. long, 5 span continuous steel plate girder bridge
- WB Connector CD Lane over Rte. 1: 282 ft. long, 4 span continuous steel wide flange beam bridge.

Performed with Reid Structure & Bridge (2000-2003)

Project: Rte. 288 Interchange Bridges, Goochland Co., VA. (PPTA Project). Project Role: Lead Structural Engineer Responsibilities: In-charge of preliminary and final plans and cost estimates for 4 new bridges and one widening including curved flyover ramp structure. Coordinated all design requirements with PPTA contractor and roadway consultant. Also provided post design services during construction. Structures included:

- Ridgefield Parkway over Route 288: 72 meter long, 2 span continuous steel bridge
- Ramp A Flyover Route 288: 101meter long, 2 span continuous curved steel bridge
- Route 288 NBL over Tuckahoe Creek: 160 meter long, 7 span continuous prestressed concrete bridge
- Route 288 SBL Widening over Tackahoe Creek: 160 meter long, 7 span continuous prestressed concrete bridge

Performed with Reid Structure & Bridge (2001-2004)

Project: Rte. 58 (EBL & WBL) Widening over I-85, South Hill, VA. Project Role: Lead Structural Engineer Responsibilities: Responsible for structural inspection and preparation of alternatives study for widening of five-span twin bridges. Prepared final design plans for the alternative that included replacement of a superstructure and multi-column piers. A new superstructure was designed as a 5-span continuous steel structure with integral backwall abutments to eliminate deck joints. Total length 342 feet. **Performed with Reid Structure & Bridge (1996 – 1998)**

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

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

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Kevin Conner –Construction Manager
b. Project Assignment: Construction Manager
c. Name of Firm with which you are now associated: Orders Construction Company, Inc.
d. Years experience: With this Firm <u>10</u> Years With Other Firms <u>21</u> Years Please list chronologically (most recent experience first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list the experience for those years you have worked. Project specific experience shall be included in Section (g) below): Orders Construction Company, Inc.: Construction Manager (2004-present) : Responsibilities include all phases of on-site construction including engineering, personnel supervision, soil and concrete testing, subcontractor management, materials coordination, job site safety, owner relations, and ensuring compliance with environmental regulations. DLB, Inc.: Construction Superintendent, Party Chief (1993-2004): Responsibilities as Construction Superintendent included being the direct site manager for production, safety, schedule, and quality; managing material orders and subcontractor work. Responsibilities as Party Chief included overseeing all site layouts and making record drawings of completed work.
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Bluefield State College, Bluefield, WV / BS / 1985 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: Virginia DEQ (formerly DCR) RLD Certification (Certification 36521) VDOT ESCCC (Certification Number 1559C) Intermediate Work Zone Traffic Control Certification (Certification No.: 041411058) ACI Concrete Certification (Certification ID# 01035442)
g. Document the extent and depth of your experience and qualifications relevant to the Project. <i>a. Note your specific responsibilities and authorities for each project, not those of the firm.</i> <i>b. Note whether experience is with current firm or with other firm.</i> <i>c. Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> (List at least three (3), but no more than five (5) relevant projects* for which you have performed a similar function.) Project: Route 60 Main Street Bridge Replacement, Clifton Forge, VA Project Role: Construction Manager Responsibilities: This design-build project was to replace the Route 60 bridge in downtown Clifton Forge, VA. This project involved replacing a bridge, which abuts commercial building on both sides, on Route 60 West bound over Smith Creek in downtown Clifton Forge and rebuilding Main Street from Commercial Avenue to Ridgeway Street. The project also involved changing Route 60 Business from a one-way (East bound only) to a two-way road and removing a traffic island that separated Route 60 Business East and Route 60 West (Main Street). Additionally, traffic signals were added at the intersection of Route 60 and Commercial Avenue. Mr. Conner's responsibilities included day-to-day site operations including directing manpower and equipment; managing subcontractors and vendors; resolving on-site disputes; traffic control inspection; E&S inspections; safety; and working daily with QA/QC manager.. Performed with Orders Construction Company Inc. (2011 thru 2013) Project: Marlowe Overpass, Berkeley Co., WV Project Role: Construction Manager Responsibilities: Located in Berkeley County on heavily traveled I-81, this project required widening the interchange overpass and mainline approach roadway from four lanes to six. Two lane traffic was maintained in both directions at all times. An additional complication was that roadway and bridge pavement grade elevations were raised as much as six feet requiring extensive shoring of new embankments for the roadway portion of the work and excavations for the bridge portion. Mr. Conner's responsibilities included day-to-day site operations including supervision of manpower and equipment, up to 40 workers; managing subcontractors and vendors; resolving on-site disputes; installation and monitoring of traffic control, with 55,000 ADT on I-81; monitoring erosion control to protect Chesapeake Bay watershed; monitoring quality control; safety; developing efficient sequence of construction over four phases; and monitoring layout to ensure proper alignment of staged construction. Performed with Orders Construction Company Inc. (2010 - 2012) Project: I-81 Tabler Station Interchange, Berkeley Co., WV Project Role: Construction Manager Responsibilities: The project consisted of constructing 1.55 miles of new 4-lane highway, with a center turning lane,

along new and existing alignment. Relocation of utilities, demolition of structures, and new drainage was required to complete the roadway. A 2-lane overpass bridge crossing I-81 was dismantled and replaced with a new 4-lane bridge in phased construction. An on grade railroad crossing was constructed across the Winchester and Western Railroad. During construction of the overpass across I-81 numerous night time lane closures in heavy traffic were required. Mr. Conner's responsibilities included day-to-day site operations including directing manpower and equipment; managing subcontractors and vendors; resolving on-site disputes; monitoring traffic, erosion, and quality control; safety; coordination of night closures for steel erection and bridge demolition over I-81; coordination of construction of highway/rail crossing with the Winchester and Western Railroad; and coordination of utility relocations. **Performed with Orders Construction Company Inc. (2009 thru 2011)**

Project: US 220 Bypass at Rocky Mount, Franklin County, VA Project Role: Construction Manager

Responsibilities: This \$4 million project includes an overpass and new approaches at Route 220 (S. Main Street) over Pigg River Bridge in phased construction. Other work includes excavation, road widening, and demolition of the existing concrete arch structure. Mr. Conner's responsibilities included day-to-day site operations including directing manpower and equipment; managing subcontractors and vendors; resolving on-site disputes; monitoring traffic control, erosion control, and quality control; safety; administration of on-the-job training program; preparation of shield, demolition, and steel erection plans for work over railroad; and coordination of work with railroad traffic. **Performed with Orders Construction Company Inc. (2009 thru 2011)**

Project: I-81 over Maury River, Rockbridge County, VA Project Role: Construction Manager

Responsibilities: This \$19 million project included demolition and replacement of two existing bridges, approximately 300,000 m³ of excavation, and maintenance of traffic on I-81, including the installation of a traffic management system. Mr. Conner was responsible for day-to-day site operations, including scheduling men and equipment; overseeing quality control testing; conducting bridge layout; and conducting on-site quality control testing. **Performed with Orders Construction Company Inc. (2004- 2006)**

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

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

Assignment: I-64 over Maury River Bridge Rehabilitation

Role: Construction Manager

Duration: Orders anticipates promoting the Assistant Construction Manager on this project to fill Kevin Conner's role in Spring 2015

ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: Route 60 Main Street Bridge Replacement Location: Town Of Clifton Forge Alleghany County, VA Project No.: BR-5105(106) 0060-105-101, B603	Name: Clark Nexsen, Inc.	Name of Client./ Owner: Virginia Department of Transportation 275 Alphin Lane Lexington, VA 24450 Phone: 800-367-7623 Project Manager: George Bezold Phone: 540-462-6990 Email: George.Bezold@VDOT.Virginia.gov	12/2012	10/2012	\$3,488	\$3,488	\$3,488

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.

Orders was general contractor on this design-build project to replace the Main Street Bridge in downtown Clifton Forge. The greatest challenge was to build the bridge which directly abuts old historical and commercial buildings on both sides and also provide public access to these buildings throughout construction. The contract also included the reconstruction of Main St, reconfiguration to two-way traffic flow on Ridgeway St, and the addition of traffic signals at the intersection of Route 60 and Commercial Avenue. Orders had worked closely with entire design-build team, Town of Clifton Forge and VDOT resolved several unforeseen issues during construction without a single change order to the project and still completed project two months ahead of schedule.

Evidence of good performance: The project was ahead of schedule; quality was in the forefront; and there were no deficiencies. Through careful management of public relations with affected businesses and city officials, all stakeholders remain supportive of the project, in spite of its effect on the downtown area.

Lessons learned: Truck traffic was one of the big concerns at Clifton Forge, and the project had tight constraints on the Route 60 detour. The computer program Auto Turn was used to ensure that large trucks could navigate the roadway. Also, well-planned signage and pavement markings prevented traffic accidents on the detour. Additionally, there are unique requirements of working in a historic district. Downtown Clifton Forge is on the National Register of Historic Places, and the historic Masonic Theater was one of the structures touching the bridge to be replaced. The theater merited special consideration in Orders' demolition and erection plans, and construction impacts were tracked through the installation of vibration monitors on the structure. The construction phase of this project was much more streamlined and coherent than traditional design-bid-build.



ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: Bridge Over South Holston Lake Location: Washington County, VA Project No.: BROS-670-1(0001) (NFO)0670-095-304,C501,B658	Name: VDOT	Name of Client./ Owner: Virginia Department of Transportation 870 Bonham Road Bristol, VA 24201 Phone: 276-669-6151 Project Manager: Marty Halloway Phone: 276-669-9922 Email: Marty.Halloway@VDOT.Virginia.gov	06/2015	06/2015	\$16,236	\$16,186 (credit given to change the core drilling to 2" dia.)	\$16,186

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.

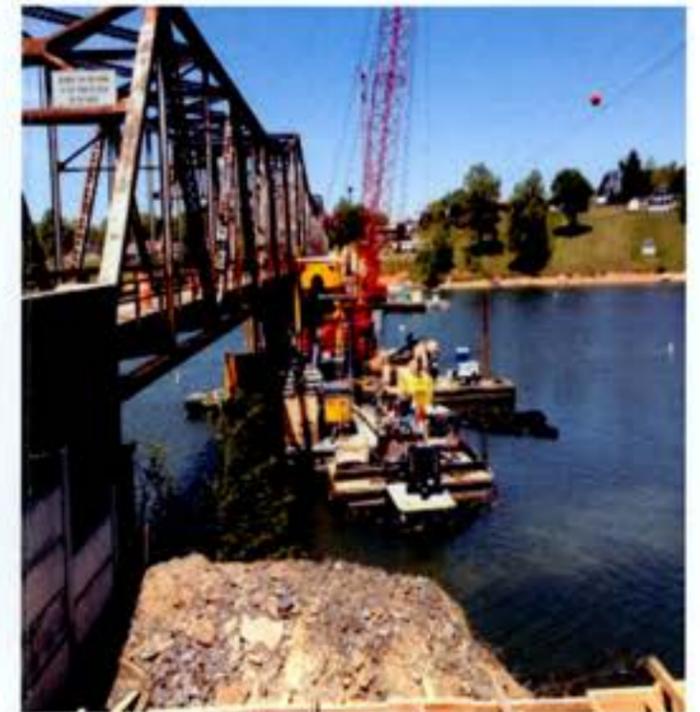
Orders is general contractor, for the Avens project , which consists of replacing a 1005 feet long bridge over Holston Lake in Washington Co VA. The foundations are 8' diameter shafts in nearly 80 feet of water. The superstructure work is phased to permit one lane of traffic controlled by a temporary signal. In addition to the new bridge , an approximately 500 LF of roadway approach work is being constructed on each end of the bridge. To allow existing Lake front housing to remain, a 425 foot long 15 foot high retaining wall is being constructed that allows the new roadway configuration to pass near the homes. Traffic Control is complex, using flaggers, Group 2 channelizing devices and temporary traffic barrier in conjunction with the traffic signal that controls motorists on the bridge.

The complexity of the Avens project is construction of 8 foot diameter, 135 vertical feet drilled shafts and phased superstructure construction as well as relocation of water lines, communication lines, overhead power lines and fiber optic lines made scheduling a top priority. Even with the harsh winter in 2014, Orders has worked diligently to keep the project on proposed schedule. VDOT had agreed prior to going to contract to keep the road open to school bus traffic and emergency vehicles at all times so the scheduling of work and deliveries have been crucial to the project.

With the sensivity of the lake environment as well as high boat traffic, Orders teamed with VDOT Bristol District environmental staff and Tennessee Valley authority to develop a system to control pollution and minimize barge-boat interfacing on the lake. The plan included full depth 55 to 80 feet turbidity curtains surrounding each work area and a 10 foot diameter drop can upto 15 feet above the bottom of the lake in order to return the waste resulting from the drilled shaft back to the bottom of the lake. This process restricted plume form coming out of the curtains and also eliminated hauling of dilled shaft waste across the lake in barges.

Evidence of good performance: CPE evaluations of perfect score.

Lessons learned: Fluctuating and inclement weather created more difficulties in barge traffic than anticipated.



ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: Route 60 Main Street Bridge Replacement Location: Town Of Clifton Forge Alleghany County, VA Project No.: BR-5105(106) 0060-105-101, B603	Name: Clark Nexsen, Inc.	Name of Client./ Owner: Virginia Department of Transportation 275 Alphin Lane Lexington, VA 24450 Phone: 800-367-7623 Project Manager: George Bezold Phone: 540-462-6990 Email: George.Bezold@VDOT.Virginia.gov	12/2012	10/2012	\$3,488	\$3,488	\$3,488

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.

Orders was general contractor on this design-build project to replace the Main Street Bridge in downtown Clifton Forge. The greatest challenge was to build the bridge which directly abuts old historical and commercial buildings on both sides and also provide public access to these buildings throughout construction. The contract also included the reconstruction of Main St, reconfiguration to two-way traffic flow on Ridgeway St, and the addition of traffic signals at the intersection of Route 60 and Commercial Avenue. Orders had worked closely with entire design-build team, Town of Clifton Forge and VDOT resolved several unforeseen issues during construction without a single change order to the project and still completed project two months ahead of schedule.

Evidence of good performance: The project was ahead of schedule; quality was in the forefront; and there were no deficiencies. Through careful management of public relations with affected businesses and city officials, all stakeholders remain supportive of the project, in spite of its effect on the downtown area.

Lessons learned: Truck traffic was one of the big concerns at Clifton Forge, and the project had tight constraints on the Route 60 detour. The computer program Auto Turn was used to ensure that large trucks could navigate the roadway. Also, well-planned signage and pavement markings prevented traffic accidents on the detour. Additionally, there are unique requirements of working in a historic district. Downtown Clifton Forge is on the National Register of Historic Places, and the historic Masonic Theater was one of the structures touching the bridge to be replaced. The theater merited special consideration in Orders' demolition and erection plans, and construction impacts were tracked through the installation of vibration monitors on the structure. The construction phase of this project was much more streamlined and coherent than traditional design-bid-build.



ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: I-81 Over Maury River Location: Rockbridge County, VA Project No.: NH-081-2(208) (FO) 0081-081-125, C501, B603	Name: Virginia Department of Transportation (VDOT)	Name of Client/ Owner: Virginia Department of Transportation P.O. Box 2249 Staunton, VA 24402 Phone: 540-332-9075 Project Manager: Randy Kiser Phone: 540-332-9075 Email: Randy.Kiser@VDOT.Virginia.gov	12/2006	11/2006	\$17,736	\$18,991 (including incentive payment)	\$18,991

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.

Orders served as general contractor on this project for the replacement and widening of twin bridges over the Maury River on a heavily traveled section of I-81. The approach roadways were widened and a truck climbing lane was added. Multiple traffic phases were required to adjust the approach alignment to accommodate the wider bridges. The 800- foot-long bridge structures totaled more than 100,000 square feet of deck area and included complex expansion devices at each end. The project also required more than 300,000 cubic yards of mostly rock excavation. Other facets were roadway drainage, asphalt paving, signing, guardrail, and a new traffic management system. A full-time "Safety Service Patrol" was used due to the high traffic volumes.

Evidence of good performance: Orders improved upon the aggressive construction schedule and earned an early completion incentive of more than \$400,000. This project also won the 2006 *Award for Excellence in Construction* from the Staunton District.

Lessons learned include working in and adjacent to a heavily traveled road and development of TMP for the safety of our workers and the public. Due to the construction of piers and abutments foundations, Orders learned much about the karst substrata in the area and how to mitigate design and construction issues. Orders will continue to prepare economical and sound structural designs. Partnering was significant to this project because everyone understood the value of finishing on time. Orders' partnering was to compress the project schedule. They were attentive to environmental concerns related to the installation of cofferdams for bridge piers. Regulators were pleased that the river was spanned with a temporary bridge. Order will continue this practice of partnering and being attentive to the risks at the Route 7 Widening and Rehabilitation project.



ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: Bridge Over South Holston Lake Location: Washington County, VA Project No.: BROS-670-1(0001) (NFO)0670-095-304,C501,B658	Name: VDOT	Name of Client/ Owner: Virginia Department of Transportation 870 Bonham Road Bristol, VA 24201 Phone: 276-669-6151 Project Manager: Marty Halloway Phone: 276-669-9922 Email: Marty.Halloway@VDOT.Virginia.gov	06/2015	06/2015	\$16,236	\$16,186 (credit given to change the core drilling to 2" dia.)	\$16,186

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.

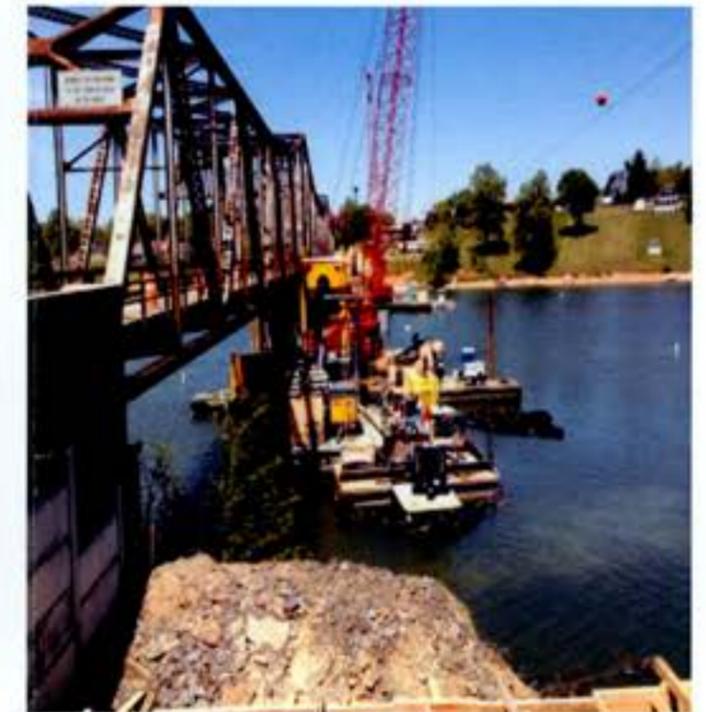
Orders is general contractor, for the Avens project , which consists of replacing a 1005 feet long bridge over Holston Lake in Washington Co VA. The foundations are 8' diameter shafts in nearly 80 feet of water. The superstructure work is phased to permit one lane of traffic controlled by a temporary signal. In addition to the new bridge , an approximately 500 LF of roadway approach work is being constructed on each end of the bridge. To allow existing Lake front housing to remain, a 425 foot long 15 foot high retaining wall is being constructed that allows the new roadway configuration to pass near the homes. Traffic Control is complex, using flaggers, Group 2 channelizing devices and temporary traffic barrier in conjunction with the traffic signal that controls motorists on the bridge.

The complexity of the Avens project is construction of 8 foot diameter, 135 vertical feet drilled shafts and phased superstructure construction as well as relocation of water lines, communication lines, overhead power lines and fiber optic lines made scheduling a top priority. Even with the harsh winter in 2014, Orders has worked diligently to keep the project on proposed schedule. VDOT had agreed prior to going to contract to keep the road open to school bus traffic and emergency vehicles at all times so the scheduling of work and deliveries have been crucial to the project.

With the sensivity of the lake environment as well as high boat traffic, Orders teamed with VDOT Bristol District environmental staff and Tennessee Valley authority to develop a system to control pollution and minimize barge-boat interfacing on the lake. The plan included full depth 55 to 80 feet turbidity curtains surrounding each work area and a 10 foot diameter drop can upto 15 feet above the bottom of the lake in order to return the waste resulting from the drilled shaft back to the bottom of the lake. This process restricted plume form coming out of the curtains and also eliminated hauling of dilled shaft waste across the lake in barges.

Evidence of good performance: CPE evaluations of perfect score.

Lessons learned: Fluctuating and inclement weather created more difficulties in barge traffic than anticipated.



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

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: Route 60 Main Street Bridge Replacement (VDOT Design-Build) Location: Clifton Forge, VA	Name: Orders Construction Company	Name of Client.: Orders Construction Company Phone: 304.722.4230 Project Manager: Nate Orders Phone: 304.722.4230 Email: Nate@ordersconstruction.com	12/2012	10/2012	\$3488	\$3488	\$320

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.

Clark Nexsen was the Lead Designer for the replacement of this 165 foot long x 53 foot wide bridge over a freshwater creek on rock foundations. This unique project site consists of an existing bridge where the sides of the bridge abutted against existing building, which themselves are built on piles and stone masonry walls above Smith Creek. Clark Nexsen's responsibilities for this design build project includes managing surveying, hydraulic and geotechnical subconsultants, bridge and roadway design, signal design, traffic control plans, and obtaining all water related permits including VRMC and Corps of Engineers on behalf of the lead contractor and the Virginia Department of Transportation. Clark Nexsen also responsible for false work design for temporary walkways and deck cantilevers. All of the design work was performed in Norfolk, VA office.

Complexity: The most important aspect of the project was the complexity of the project and the overall close coordination required. The bridge is situated within inches of existing businesses and historic buildings. The Design-Build Team's requirement was to maintain pedestrian access to adjacent businesses and to not damage the surrounding structures either by impact or by vibration. Clark Nexsen worked closely with Orders Construction during early design phase to determine the structural system which would be cost effective and least intrusive in terms of construction. Several erection techniques were evaluated to install the superstructure elements without any impact to surrounding buildings. A pre and post construction survey and continuous vibration monitoring was design into the project to protect the adjacent stakeholders; upon completion of the project, no remedial work of any kind was required.

Responsiveness: The existing utilities were installed in early 1800's by the railroad and have never been located or mapped. These unknown utilities were discovered during the construction of pier column footings which required adjustment to column location. Clark nexsen and Orders worked closely with each other, piers were redesign and drawings were issued within two days and footings were relocated to avoid utilities without any delays and change order to the project.

Innovative Application: The project Hydraulic Engineer HWR utilized an innovative refined analysis – The Pebble count Method for scour on rock. This allowed substantial reduction in scour depth which resulted in spread footing foundation at piers thereby reducing the cost and time associated with expensive drilled shaft foundation proposed in the RFQ. These also avoided the drilling operation, which greatly reduce vibration to the near by businesses and historic buildings.

Awards

- ACEC (Virginia Chapter) 2014 Engineering Excellence "Honor Award"
- APWA Mid-Atlantic Chapter 2014 "Project of the Year" under \$5.0 M category
- Project was presented at 2014 DBIA Confrence by representative of VDOT and Orders/CN Design-Build team



ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: Brambleton Avenue Bridge Widening and Rehabilitation Location: Norfolk, VA	Name: Precon Marine Inc.	Name of Client.: City of Norfolk Phone: 757.664.4638 Project Manager: Wayne Webster, PE Phone: 757.664.4647 Email:wayne.webster@norfolk.gov	2006 (Design) Winter 2007 (Construction)	2006 (Design) Spring 2008 (Construction)	\$6,500	\$7,200	\$273

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.

Clark Nexsen was the Lead Designer/Prime Consultant responsible for the final design plans for widening and replacing the deck on a 700' long structure over a tidal creek in downtown Norfolk. The existing structure was widened to accommodate a 10' wide bicycle path. Phased construction was used to maintain two-way traffic at all times. All of the design services were performed in Norfolk, VA office.

- Produced final roadway and bridge plans, construction staging and MOT plans for widening and complete deck replacement on a 14-span, 700' long structure over a tidal creek in downtown Norfolk.
- Structure services a major 6-lane artery into downtown Norfolk, two hospitals and Old Dominion University.
- Final superstructure section was comprised of six- 11' lanes with a 5' sidewalk on the north side and a 10' bicycle lane on the south side separated from traffic lanes by a 54" tall combination traffic-bike rail.
- Phased construction, complex MOT plans and public awareness campaign was used to maintain smooth flow of two-way traffic at all times.
- Ornamental metal railings, banner poles and special lighting were used for aesthetics.
- To minimize maintenance costs, number of deck joints were eliminated by converting existing simple spans to two span continuous units.
- Extensive coordination with public and franchise utilities was required.
- Reved shop drawings and material submittals, and provided post-design services during construction and attended monthly partnering meetings



ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: Route 58 EBL & WBL Bridge Widening and Reconstruction over I-85 Location: Mecklenburg Co., VA	Name: Bryant Contracting Company	Name of Client.: Virginia Department of Transportation Phone: 804 786 4575 Project Manager: Nalin Mathuria, PE Phone: Retired Email: Retired	Fall/2000	Fall/2000	\$2000	\$2000	\$300

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.

Achyut "Al" Patel, PE who will be the Design Manager/Lead Structural Engineer for the Route 7 Widening and Rehabilitation Project, was the Lead Structural Engineer for the Route 58 Widening & Reconstruction project. Design was completed while Mr. Patel was employed with Reid & Cornwell Inc., Virginia Beach, VA office.

This three phase project included the rehabilitation and the widening of one lane, plus 10 foot shoulder, on a twin, 2- lane, 5 span steel girder bridges. The work included in-depth inspection and evaluation of the existing bridges deck, bearings and expansion joints, capacity of steel girders, and substructure evaluation. A feasibility study report was prepared for widening/rehabilitation vs. widening/replacement schemes with comparative cost estimates. Final design included complete superstructure replacement, pier replacement, extensions of existing abutments and conversions of 5 simple spans into a continuous jointless bridge with semi-integral abutments. Also reviewed shop drawings during construction as Phase 3 services.

Responsible for:

- In-depth field investigation
- Structural evaluation & capacity analysis of superstructure and substructure elements
- Repair vs. Replacement study report and recommendations
- Preliminary and final bridge design and construction plans
- Shop Drawings review during construction
- Responding RFI during construction

Special Features

- Conversion of simple spans to a continuous
- Modification conventional abutment to integral abutment
- 27" deep shallow plate girder design to accommodate 16'-6" vertical clearance and to maintain existing vertical profile



Modification to integral backwall