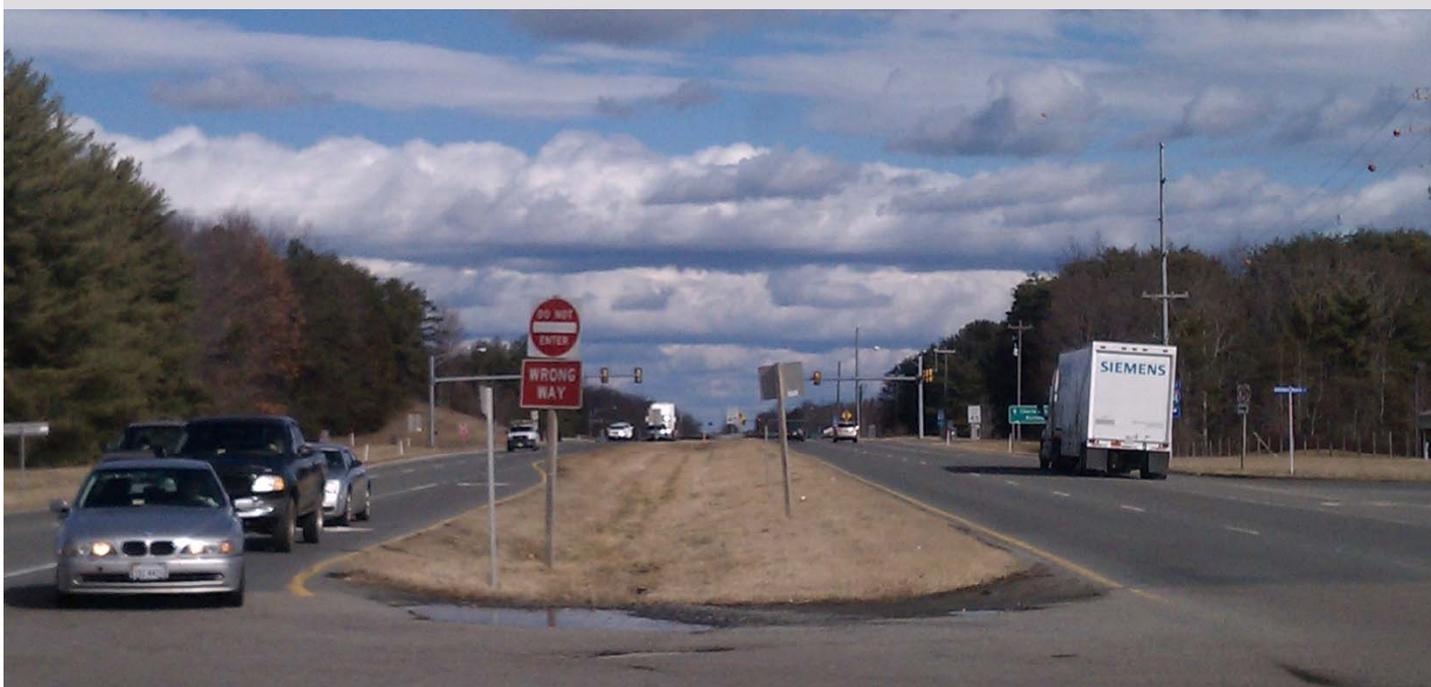




# I-64/Route 15 (Zion Crossroads) Interchange Improvement



State Project No.: 0064-054-703, P101, R201 & C501  
Federal Project No.: IM-064-2(155)  
Contract ID No.: C00086453DB48

Submitted by:



February 3, 2012

**Section 3.2**  
**Letter of Submittal**



P.O. Box 96, Providence Forge, VA 23140  
(804)966-2762  
(804)966-9214 - Fax

---

February 3, 2012

Mr. Ian Millikan, P.E.  
Alternate Project Delivery Office  
Virginia Department of Transportation  
1221 East Broad Street  
Main Building, 4<sup>th</sup> Floor  
Richmond, Virginia 23219

RE: Project No. 0064-054-703, P101, R201, C501  
I-64/Route 15 (Zion Crossroads) Interchange Improvement  
Federal Project No: IM-064-2(155)  
Contract ID Number: C00086453DB48  
Statement of Qualifications

Dear Mr. Millikan:

Howard Brothers Contractor, Inc. (Howard Brothers) is pleased to submit this Statement of Qualifications (SOQ) in response to the Virginia Department of Transportation's (VDOT's) Request for Qualifications (RFQ) for the I-64/Route 15 (Zion Crossroads) design-build project in Louisa County, Virginia.

In order to facilitate the panel's review of this document, the Howard Brothers team has chosen to highlight important sections where details of our team's past experiences, lessons learned, or innovative approaches can be applied to this project to the advantage of VDOT and the local stakeholders. These areas are highlighted with the stamp to the right to signify our team's **Proven Experience**. The members of the Howard Brothers team enjoy longstanding relationships with VDOT and have a history of successfully working together on many VDOT projects. Our team will apply lessons learned from those experiences to the benefit of this project.



### **Section 3.2.1: Offeror's Representative**

Howard Brothers designated official point of contact relative to this Statement of Qualifications is:

Mr. Samuel C. Howard  
President  
P.O. Box 96  
Providence Forge, Virginia 23140

Telephone: 804.966.2762  
Facsimile: 804.966.9214  
E-mail: samuel.howard@hbcontractorinc.com

### **Section 3.2.2: Principal Officer Information**

The Design-Build contract would be written to Howard Brothers Contractor, Inc. The principal officer with whom the Design-Build contract would be written is:

Mr. Samuel C. Howard  
President  
P.O. Box 96  
Providence Forge, Virginia 23140

Telephone: 804.966.2762  
Facsimile: 804.966.9214  
E-mail: samuel.howard@hbcontractorinc.com

### Section 3.2.3: Corporate Structure

Howard Brothers Contractor Inc. is a stock corporation and will have sole financial responsibility for the project.

### Section 3.2.4: Affiliates and Subsidiaries

Howard Brothers Contractor Inc. has no affiliates or subsidiaries.

### Section 3.2.5: Certification Regarding Debarment

Certification Regarding Debarment Forms for Primary Covered and Lower-Tier Covered Transactions are included in Appendix E.

### Section 3.2.6: VDOT Prequalification

Howard Brothers Contractor, Inc. is prequalified to do business with VDOT, prequalification number H301. A full-sized copy of the prequalification certificate and a screenshot from VDOT's Scheduling and Contract Division can be found in Appendix A.

### Section 3.2.7: Evidence of Bonding

Howard Brothers Contractor, Inc. obtains its bonding from TB&R Insurance. Evidence from the surety indicating Howard Brothers' ability to obtain a performance and payment bond based on the current estimated contract value is included on Page 5 of the SOQ following the Letter of Submittal.

### Section 3.2.8: Professional Services Documentation

The following table indicates registration information for each team member. Each team member is in compliance with the requirements set forth in Section 3.2.8 and subsections 1 through 4, where applicable. The primary team members identified at this stage of the procurement include one Class A contractor, five firms offering professional services, and one firm rendering non-professional services. All of these firms operate main or branch offices in Virginia. Information meeting the requirements of Section 3.2.8 is included in the tables in the following section, with backup data included in Appendix D:

3.2.8.1 SCC Registration for Each Business			
Registered Name	Registration No.	Type of Corporation	Status
Howard Brothers Contractor, Inc <i>Lead Contractor</i>	03067170	Stock Corporation	Active / Good Standing
A. Morton Thomas and Associates, Inc. <i>Lead Designer / Construction QA</i>	F049431-2	Stock Corporation	Active / Good Standing
Traffic Signals Plus, PLLC <i>Traffic Engineering, Lighting</i>	S299757-7	Limited Liability Company	Active / Good Standing
Diversified Property Services, Inc. <i>Right-of-Way Acquisition</i>	F130410-6	Stock Corporation	Active / Good Standing
Pulsar Advertising, Inc. <i>Public Involvement</i>	F160855-5	Stock Corporation	Active/ Good Standing
Froehling & Robertson, Inc. <i>OC Testing Services</i>	F027211-2	Stock Corporation	Active/ Good Standing
DMY, Inc. <i>Geotechnical Engineering</i>	0724389-2	Stock Corporation	Active/ Good Standing

3.2.8.2 DPOR Registration for Offices				
Business Name	Address	Registration Type	Registration Number	Expiration Date
Howard Brothers Contractor, Inc <i>Lead Contractor</i>	PO Box 96 Providence Forge, VA 23140	Class A Contractor	2701039212	09/30/2013

## 3.2.8.2 DPOR Registration for Offices

Business Name	Address	Registration Type	Registration Number	Expiration Date
A. Morton Thomas and Associates, Inc. <i>Home Office Registration</i>	12750 Twinbrook Pkwy Rockville, MD 20852	ENG LA	0407 003077	12/31/2013
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	135 Highland Drive, PO Box 3008 Lebanon, VA 24266	ENG	0411 000588	02/29/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	10710 Midlothian Turnpike, Suite 202 Richmond, VA 23235	ENG LA	0411 000587	02/29/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	14900 Conference Center Dr., Suite 180 Chantilly, VA 20151	ENG LA	0411 000586	02/29/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	113 Mill Place Parkway Verona, VA 24482	ENG	0411 000589	02/28/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	1530 Breezeport Way, Bldg 4, Suite 300 Suffolk, VA 23435	ENG LA	0411 000693	02/29/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	One Jadip Lane, Suite 111 Fredericksburg, VA 22405	ENG LS	0411 000758	02/29/2012
Traffic Signals Plus, PLLC <i>Home Office Registration</i>	621 French's Store Rd. Cumberland, VA 23040	ENG	0413 000317	12/31/2013
Froehling & Robertson, Inc. <i>Home Office Registration</i>	3015 Dumbarton Road Richmond, VA 23228	ENG	0407 000098	12/31/2013
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	22923 Quicksilver Dr, Suite 111 Sterling, VA 20166	ENG	0411 000051	02/29/2012
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	1734 Seibel Drive N.E. Roanoke, VA 24012	ENG	0411 000053	02/29/2012
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	10909 Houser Drive Fredericksburg VA 22408	ENG	0411 000050	02/29/2012
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	W Greenbrier Commerce Park 833 Professional Place Chesapeake, VA 23320	ENG	0411 000049	02/29/2012
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	6181 Rockfish Gap Turnpike Crozet, VA 22932	ENG	0411 000052	02/29/2012
DMY, Inc. <i>Home Office Registration</i>	14241 Midlothian Turnpike, Suite 230 Midlothian, VA 23113	ENG	0405 001794	12/31/2013

## 3.2.8.3 DPOR Registration for Key Personnel

Registered Name	Address	Reg. Type	Registration Number	Expiration Date	Practicing Office
David Covington, PE <i>Design Manager</i>	113 Mill Place Pkwy, Unit 107 Verona, VA 24482	PE	0402 038235	06/30/2013	Verona, VA
Darin Simpson, PE <i>Quality Assurance Manager</i>	5518 Hill Top Street Crozet, VA 22932	PE	0402 042310	05/31/2012	Verona, VA

## 3.2.8.4 DPOR Registration for Other Professional Services

Registered Name	Address	Registration Number	Expiration Date	Practicing Office
Diversified Property Services of VA, Inc. <i>Real Estate Appraiser Business</i>	20 E. Timonium Road, Suite 111 Timonium, MD 21093	4008 001190	11/30/2012	Timonium, MD

\*Pulsar Advertising, Inc. does not provide professional services and therefore does not have a DPOR registration.

### Section 3.2.9 – Disadvantage Business Enterprises

---

Howard Brothers Contractor, Inc. supports the Disadvantaged Business Enterprise program and is committed to achieving or exceeding 17% of the design and construction of this project utilizing the services of organizations certified as Disadvantaged Business Enterprises. Our commitment to meeting the DBE goal of 17% for the project is signified by the signature below.

The team has already identified a number of DBE team members to provide professional services and look forward to reaching out to proven DBE teaming partners for assistance during the construction planning and pricing phase of the project.

### Closing

---

If you have any questions regarding this Statement of Qualifications please contact me at your convenience. We look forward to the next stage of project procurement and continuing to share our experiences with the Department's selection panel.

Respectfully submitted,



Mr. Samuel C. Howard  
President  
Howard Brothers Contractor, Inc.



WESTFIELD  
INSURANCE

Sharing Knowledge. Building Trust.®

January 23, 2012

Ian Millikan, P.E.  
Alternate Project Delivery Office  
Virginia Department of Transportation  
1221 East Broad Street  
Main Building, 4th Floor  
Richmond, VA 23219

Re: Howard Brothers Contractor, Inc., - VDOT RFQ - A Design Build Project - Zion Crossroads Interchange Improvement Project at Route 15 and I-64, RFQ No: C00086453DB48, State Project No.: 0064-054-703, P101, R201 & C501 - Estimate of \$7,500,000

To Whom It May Concern:

Westfield Insurance Company has the privilege of providing surety bonds for Howard Brothers Contractor, Inc. Our A.M. Best Financial Strength Rating is A (Excellent) and Financial Size Category is XIII (\$1.25 billion to \$1.5 billion).

Howard Brothers Contractor, Inc is capable of obtaining a 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction of \$7,500,000 as identified in Section 2.1 of the VDOT RFQ, and said bonds will cover the Project and any warranty periods on behalf of the Contractor, in the event that such firm be the successful bidder and enter into a contract for this project.

If you have any questions or need further information concerning this contractor, please feel free to contact me.

Sincerely,

C. Keith Franklin, Attorney in Fact  
Manager, Bond Department  
Extension 4762100

## **Section 3.3**

# **Team Structure Analysis**

## Section 3.3 Offeror's Team Structure

Howard Brothers and AMT have collaborated on the selection of all subconsultants and have carefully considered the needs of the project, past experiences with each proposed subconsultant, and the ability of each teaming partner to respond to the needs of the project, including the ability to address known risks as described later in Section 3.5. Howard Brothers has strongly considered the qualifications of VDOT SWaM and DBE firms when selecting the team members for this design-build project. The SWaM and DBE status of each team member is indicated on the team's organizational chart on page 9.

### Section 3.3.1 Key Personnel

The following individuals will fulfill the roles of Key Personnel:

- **Mr. Samuel Howard** – Design-Build Project Manager (Howard Brothers)
- **Mr. Darin Simpson, PE** – Quality Assurance Manager (AMT)
- **Mr. David Covington, PE** – Design Manager (AMT)
- **Mr. Martin Howard** – Construction Manager (Howard Brothers)
- **Mr. James Wright** – Public Relations Coordinator (Pulsar)

Resumes for each of the Key Personnel can be found in Appendix B. The team's Key Personnel all exceed the requirements required to achieve a satisfactory score as outlined in Rating Description 3.3.1 of the RFQ and many personnel warrant consideration for an evaluation score of 5.0 for this section.

In order to facilitate VDOT's review of the Howard Brothers Team Key Personnel, we offer the following table summarizing our team's experiences in response to the Evaluation Team's Anchors for Key Personnel.

Key Personnel	Similar Experience	Accountability & Commitment	Demonstrated Applicability of Experience
	Has the Key Personnel served in similar role on more than one transportation project?	Has Key Personnel demonstrated accountability & professional commitment in similar roles?	Does Key Personnel have previous experience that may be of benefit to the Project?
<b>Design-Build Project Manager</b> <b>Samuel Howard (Howard Brothers)</b> 	<b>YES. Evaluation Criteria Exceeded. Score = 5</b> Mr. Howard has served as Project Manager on numerous VDOT highway projects throughout his career, including the Hampton University I-64 Interchange project and the I-95 Interchange Ramp Improvements in Hanover County highlighted on his resume and the contractor work history forms.	<b>YES. Evaluation Criteria Exceeded. Score = 5</b> Mr. Howard has 35 years of experience in the highway construction field and is the President of Howard Brothers Contractor, Inc. He has similar interstate interchange experience in urban settings (Hampton University I-64, I-95 Interchange Ramp Improvements in Hanover County). Mr. Howard has always demonstrated integrity and a commitment to quality during his 35 years with Howard Brothers, now evidenced by serving as the DBPM.	<b>YES. Evaluation Criteria Exceeded. Score = 5</b> Mr. Howard has 35 years of experience construction highway projects, interchange projects, utility relocations, storm sewer systems, and traffic control devices. With his extensive experience and lessons learned, he will lead the Team's decision making process and minimize project risk.

Key Personnel	Similar Experience	Accountability & Commitment	Demonstrated Applicability of Experience
	Has the Key Personnel served in similar role on more than one transportation project?	Has Key Personnel demonstrated accountability & professional commitment in similar roles?	Does Key Personnel have previous experience that may be of benefit to the Project?
<p><b>Quality Assurance Manager</b></p> <p><b>Darin Simpson, PE (AMT)</b></p> 	<p><b>YES. Evaluation Criteria Exceeded. Score = 5</b></p> <p>Mr. Simpson has served as responsible charge engineer for the design, contract development and construction administration of numerous VDOT operations projects such as traffic signals, ITS devices, lighting, guardrail and pavement markings and he has served as project engineer on complex roadway projects. Quality Assurance Management was a significant function of these positions.</p>	<p><b>YES. Evaluation Criteria Exceeded. Score = 5</b></p> <p>Mr. Simpson has over 10 years of project management, project engineering and responsible charge engineer experience. He initiated the effort to streamline NWRO regional operations projects by consolidating the design, contract development and construction administration under one responsible charge engineer position; which he served as for the successful delivery of <b>over 90 operations projects.</b></p>	<p><b>YES. Evaluation Criteria Exceeded. Score = 5</b></p> <p>Mr. Simpson has been the responsible charge engineer for projects that required extensive planning to ensure existing signal operations were maintained while constructing the roadway improvements and new signal(s). Additionally, he has been involved with the development, review and implementation of traffic management plans for projects on interstates/ interchanges.</p>
<p><b>Design Manager</b></p> <p><b>David Covington, PE (AMT)</b></p> 	<p><b>YES. Evaluation Criteria Exceeded. Score = 5</b></p> <p>Mr. Covington served as the Roadway Design Manager for the Route 460 Connector design-build project which included significant bridge approach design, the Design Manager for the Region 2 Project 2 Culvert Rehabilitation, and served as Design Manager for the Eisenhower Avenue Widening project with considerable traffic analysis and impacts to the interstate system.</p>	<p><b>YES. Evaluation Criteria Exceeded. Score = 5</b></p> <p>Mr. Covington led the roadway design effort for the Route 460 project for over 2 years while simultaneously founding CMAA's Central Virginia Chapter and serving as its president. Mr. Covington has further demonstrated a strong commitment to the industry and has displayed accountability as evidenced through his willingness to assume project ownership.</p>	<p><b>YES. Evaluation Criteria Exceeded. Score = 5</b></p> <p>Mr. Covington has demonstrated experience leading VDOT design-build contracts as the Design Manager and Roadway Design Manager, managing complex urban projects (Eisenhower Avenue), and leading construction engineering services such as constructability reviews, schedule reviews, CTDR reviews, and other key services for VDOT.</p>
<p><b>Construction Manager</b></p> <p><b>Martin Howard (Howard Brothers)</b></p> 	<p><b>YES. Evaluation Criteria Exceeded. Score = 5</b></p> <p>Mr. Howard has served as Construction Manager on numerous VDOT projects such as two I-95 Interchange Improvement projects in Caroline and Hanover Counties. Mr. Howard has over 35 years of experience, working his way up from Operator/Foreman to Vice President of Howard Brothers.</p>	<p><b>YES. Evaluation Criteria Exceeded. Score = 5</b></p> <p>Mr. Howard has demonstrated accountability by diligently completing complex projects such as the Hampton University I-64 Interchange project and professional commitment by spending a majority of his time in the field ensuring project success. Mr. Howard is extremely motivated as he is a proud co-owner of Howard Brothers Contractor, Inc.</p>	<p><b>YES. Evaluation Criteria Exceeded. Score = 5</b></p> <p>Mr. Howard offers the wisdom gained through 35 years of constructing highways, interchanges, utilities, storm sewer systems, traffic control systems, and other related infrastructure improvements. Mr. Howard's wisdom and keen sense of constructability will be invaluable during all phases of the project.</p>

Key Personnel	Similar Experience	Accountability & Commitment	Demonstrated Applicability of Experience
	Has the Key Personnel served in similar role on more than one transportation project?	Has Key Personnel demonstrated accountability & professional commitment in similar roles?	Does Key Personnel have previous experience that may be of benefit to the Project?
<b>Public Relations Manager</b> <b>James Wright (Pulsar)</b> 	<b>YES. Evaluation Criteria Exceeded. Score = 5</b> Mr. Wright brings more than 30 years of public relations. He has extensive experience with the Virginia Mega Projects, 511 Virginia Website project and Hampton Roads Transit/ TRAFFIX public relations plans.	<b>YES. Evaluation Criteria Exceeded. Score = 5</b> Mr. Wright served as the Marketing Communications Manager for the Springfield Interchange project as demonstrated in his resume. He has illustrated his commitment and accountability by successfully serving as the Project Director for the Virginia Highway Safety Corridors project	<b>YES. Evaluation Criteria Exceeded. Score = 5</b> Mr. Wright offers industry knowledge and expertise gained by performing public relations and communications services for multiple VDOT projects across the Commonwealth. His role as Project Director for the Virginia Mega Projects as highlighted on his resume shows his ability to provide reliable strategic planning and concise public relation plan implementation for large scale urban projects.

**Section 3.3.2 Organizational Chart and Narrative**

The Howard Brothers Team’s organizational chart is shown on Page 9 of the Statement of Qualifications. The following narrative (continued on page 10) describes the structure of the Team and the individuals included on the Team Organizational Chart. The Howard Brothers Team has presented herein an organizational chart that clearly outlines the reporting and functional relationships of the Team’s personnel. The Team is led by the Design-Build Project Manager (DBPM), Mr. Samuel Howard. Mr. Howard will serve as the primary point of contact for VDOT and will coordinate all project activities. Mr. Howard will be assisted by four key individuals leading distinct project areas: Mr. David Covington, PE, Design Manager; Mr. Martin Howard, Construction Manager; Mr. Darin Simpson, PE, Quality Assurance Manager (QAM); and Mr. James Wright, Public Relations Manager. Each team is discussed in more detail in the following sections.

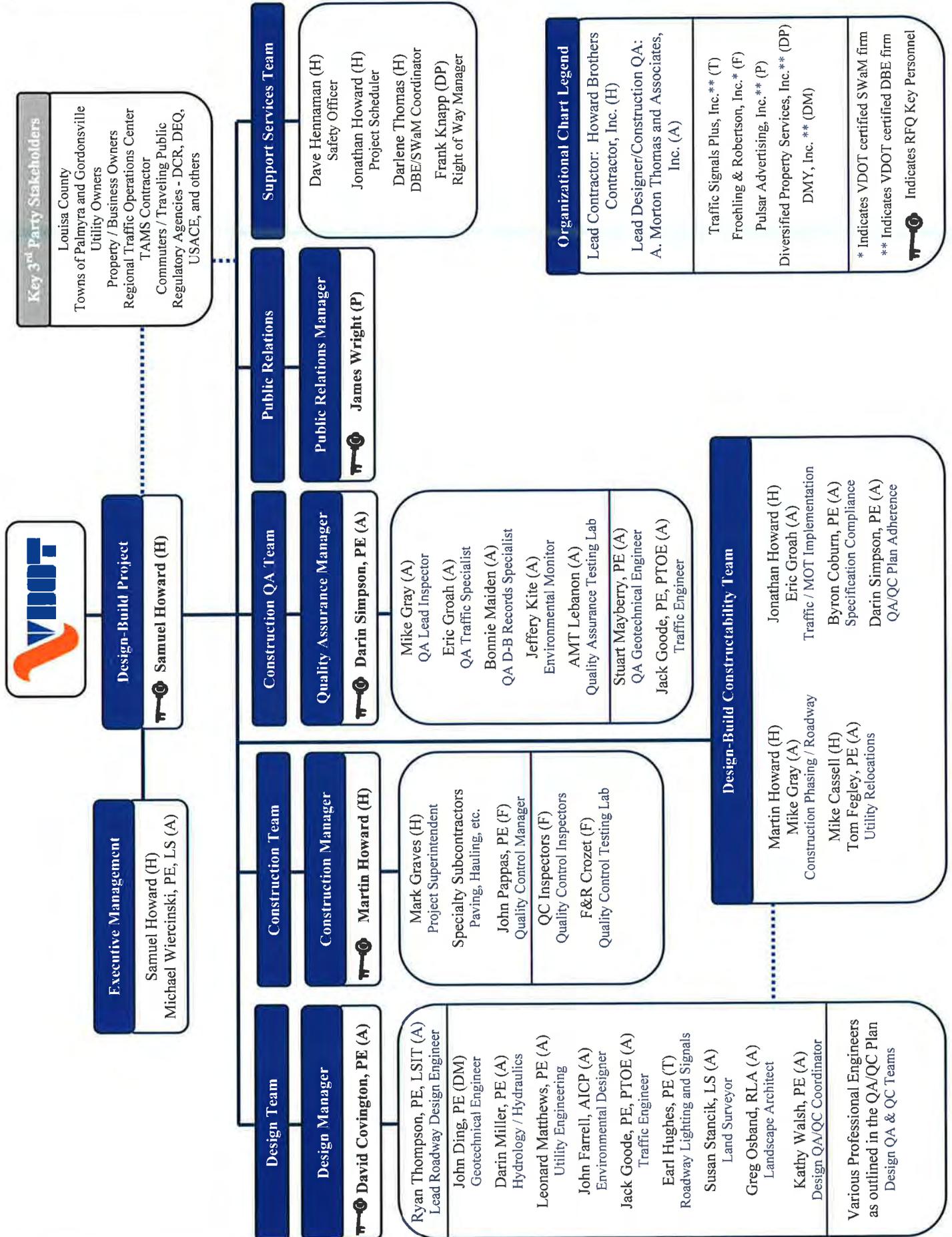
**Design Team – David Covington, PE – Design Manager Reports to DBPM**

The Design Manager, Mr. David Covington, PE, will lead the design phase of the project and report directly to the DBPM. The organizational chart also provides detail to the discipline level within each area where the team has identified discipline leaders. The organizational chart includes design QA and QC functions and the team has designated a QA/QC Coordinator who will be responsible for monitoring QA and QC reviews ensuring design elements are properly reviewed and documented in accordance with the QA Plan.

Two of the most striking features of the project design are the interchange geometric design and traffic engineering components of the project. Mr. Covington has extensive experience designing interchange projects for VDOT and other agencies, designing and managing some of the most complex and congested interchanges on the east coast, including the Haynes Avenue interchange directly across from the Newark International Airport.



AMT will provide traffic engineering design for the project and has selected Jack Goode, PE, PTOE to lead this design element. Mr. Goode has provided traffic engineering services for the \$400 million InterCounty



Connector (ICC) design-build project in Montgomery County, Maryland. The ICC project has required evaluation of numerous interchange configurations, traffic forecasting, MOT plan development, and construction monitoring for the effectiveness of traffic control items of work.

The team recognizes that this project poses a series of challenges that will require design specialists at various stages of the project including roadway lighting, signal design, and landscape architecture. As a result, the Howard Brothers Team has included key specialists who will report directly to the Design Manager.

**Construction Team – Martin Howard – Construction Manager**  
**Reports to DBPM**

---

The Construction Manager, Mr. Martin Howard, will lead the construction phase of the project, including directing the Quality Control (QC) Team. On the production side, Mr. Howard will be assisted by the Project Superintendent, Mr. Mark Graves. Mr. Graves will direct field crews and subcontractors during the construction of the project. Howard Brothers anticipates utilizing specialty subcontractors to complete a variety of items including installation of traffic control devices, lighting, signals, and other traffic safety items. Howard Brothers also plans to subcontract asphalt paving operations, hauling, and other miscellaneous items of work. DBE contractors will be given every consideration for these roles in accordance with Howard Brothers' DBE commitment as shown in Section 3.2.9.

Mr. Howard will coordinate the QC Team through a dedicated QC Manager, John Pappas, PE. Mr. Pappas will direct QC field technicians, direct laboratory testing, and oversee the QC laboratory testing program. While the Construction Manager does not supervise or direct the Quality Assurance (QA) Team, Mr. Pappas will be in constant communication with the QAM during construction to receive feedback on project quality.

**Construction QA Team – Darin Simpson, PE – QAM**  
**Reports to DBPM**

---

The Construction QA Team will be led by the QAM, Mr. Darin Simpson, PE. The QAM will report directly to the DBPM and will be responsible for implementation of the project's QA Program. Mr. Simpson will oversee the QA Inspectors, the Office Engineer, and will direct the QA Testing Program. He will ensure that all testing frequencies are met and the requirements of the QA/QC Plan are fully implemented throughout construction. Mr. Simpson will also participate as a member of the design-build constructability team. Mr. Simpson's extensive experience with traffic control systems will be invaluable during design and construction activities.

The Geotechnical Engineer for the project will be Mr. John Ding, PE. Mr. Ding will play an active role in the roadway design process, as well as QA activities during construction. Mr. Ding will communicate with the QAM and the QA team Geotechnical Engineer, Mr. Stuart Mayberry, PE, during construction and provide periodic field inspection for critical components such as foundations and roadway subgrade. ***Mr. Ding and his field representatives will work closely with the QAM to ensure testing and inspection frequencies of geotechnically sensitive items are in compliance with the approved QA/QC Manual.*** Similarly, the QA Team will be consulting with the Traffic Engineer, Mr. Jack Goode, PE, PTOE at various stages of construction to ensure the MOT plans are operating effectively. The combined experience of the QAM and the Traffic Engineer will ensure constructability and operational success of the signal systems and traffic movements.



**Public Relations Team – James Wright – Public Relations Manager**  
**Reports to DBPM**

---

The Public Relations Team will be led by Mr. James Wright of Pulsar Advertising. Mr. Wright will report directly to the DBPM and will be responsible for managing all external communications with the project stakeholders, media and general public. The public relations plan will be created during the pre-design phase and implemented during the design and construction phases.

Mr. Wright will lead the initiative to inform all stakeholders, media and public through public outreach meetings and forums, direct mailings, and the project website throughout the duration of the project. The initiative will incorporate all elements of educating, informing, and engaging the public affected by and interested in the diverging diamond project at Zion Crossroads. Since this project is the first of its kind in the Commonwealth, there will be a large amount of focus on the project and Pulsar will play a vital role in keeping the public and stakeholders informed. **Mr. Wright will work closely with the DBPM and VDOT to ensure that constituents are informed of the innovative nature of this project.**



**Support Services Team – Reports to DBPM**

A fifth key branch of the Howard Brothers team is the Support Services Team, which will include the Safety Officer, Project Scheduler, DBE SWaM Coordinator, and Right of Way Manager. **The Howard Brothers Team understands that even the best designed, best executed project will be a failure in the event of a serious accident.** Mr. Dave Hennaman, Project Safety Officer who reports directly to the DBPM, will conduct project-wide safety audits, including development and implementation of the project safety plan as required by the design-build contract. The Howard Brothers team also recognized the importance of DBE/SWaM coordination, right of way acquisition, and CPM scheduling and included those positions on the support services team as well.



Several of the team’s personnel will interact directly with VDOT and third parties such as Louisa County, commercial property owners, utility providers, and other stakeholders during various phases of the project. The ROW Manager will be interacting with property owners during the design phase as well as during ROW acquisition. Similarly, the ROW Manager and the Design Manager will work directly with utility providers to assess and coordinate relocation of affected assets. The Design Manager and Environmental Engineer will interact with regulatory agencies and attend the IACM with VDOT staff as needed.

At the project level, the Design Manager, with approval from the DBPM and the VDOT project manager, may interact directly with VDOT L&D personnel to facilitate plan reviews, submittals, and design topic meetings. Similarly, the QAM may be in direct communication with VDOT’s IA and IV teams to coordinate inspections of hold and witness points. The QAM, Construction Manager, or other designated field staff will be in close communication with VDOT’s Regional Traffic Operations Center regarding traffic conditions, backups, accidents, or other effects the project may have on motorists.

In order to facilitate VDOT’s review of this section we offer the following table which summarizes our team’s Significant Strengths in response to the Evaluation Team’s Evaluation Criteria.

Evaluation Criteria / Anchors	Significant Strengths	Location
<p><b>Organizational structure contains all the positions that are necessary to deliver a project of this type.</b></p>	<ul style="list-style-type: none"> <li>The Howard Brothers team has included all necessary positions to deliver the project including Public Relations Manager, CPM Scheduler, Project Safety Officer, ROW Manager, and DBE/SWaM Coordinator. Specific engineering functions such as environmental, traffic, and geotechnical have been identified.</li> </ul>	<p>Org Chart</p>

Evaluation Criteria / Anchors	Significant Strengths	Location
<b>Organizational structure is clearly related to strong management processes with evidence of similar structures from previous successful projects and with well-considered Project-specific enhancements.</b>	<ul style="list-style-type: none"> <li>▪ Organization chart is clearly structured and led by Key Personnel.</li> <li>▪ Team presented a clear enhancement in the Howard Brothers Constructability Team, including identification of members.</li> <li>▪ Structure shows importance of Support Services Team..</li> </ul>	Org Chart
<b>Project Leaders, Key Personnel and others are clearly shown and all names match those contained in the Resume Forms.</b>	<ul style="list-style-type: none"> <li>▪ Leaders, Key Personnel, others clearly shown and match resumes.</li> <li>▪ Experience of additional critical staff members discussed in narrative, i.e. Traffic Engineer, Geotechnical Engineer, ROW Manager, Safety Officer among others</li> </ul>	Org Chart Appendix B
<b>Lines of responsibility and communication are clear and demonstrate a high level of understanding of interfaces with VDOT and third parties.</b>	<ul style="list-style-type: none"> <li>▪ Responsibilities are shown, structure is functional and efficient.</li> <li>▪ Third Parties are identified and linked to main branch of org chart.</li> <li>▪ Discussion of interface with VDOT in narrative.</li> <li>▪ Discussion of Design Manager / VDOT L&amp;D relationship in narrative.</li> <li>▪ Discussion of QAM/VDOT IA/IV relationship in narrative.</li> </ul>	Org Chart Pages 6 – 12
<b>Strong emphasis is placed on links between design and construction teams.</b>	<ul style="list-style-type: none"> <li>▪ Team provided excellent detail regarding the function, makeup, and importance of constructability team.</li> <li>▪ Discussed role of Design Manager, Traffic Engineer, and Geotechnical Engineer (specifically) during construction.</li> </ul>	Org Chart Pages 6 – 12
<b>Safety, environmental and QA/QC personnel have prominent positions in the structure with direct reporting lines to senior management.</b>	<ul style="list-style-type: none"> <li>▪ Project Safety Officer clearly identified and reports to DBPM.</li> <li>▪ QA/QC personnel clearly identified, prominently displayed, and separate as required by RFQ.</li> <li>▪ Environmental Monitor identified as part of QA Team.</li> </ul>	Org Chart Pages 6 – 12
<b>There is a clear separation between QA and construction including separation between QA inspection / testing operations and construction QC inspection / testing operations.</b>	<ul style="list-style-type: none"> <li>▪ QA and QC functions clearly separated for construction.</li> <li>▪ QA team clearly independent of construction operations.</li> <li>▪ QA and QC labs identified and separate.</li> <li>▪ Structure of QA and QC teams clearly identified.</li> <li>▪ QA team members clearly presented w/attention to areas of risk.</li> </ul>	Org Chart Pages 6 – 12
<b>All Key Personnel; Project Leaders; Quality Assurance and Quality Control functions; and all disciplines are accounted for, including but not limited to, Survey, Roadway, Structural, Geotechnical, Environmental, Hydraulics, Traffic Engineering, Landscaping, ROW, Utilities, and Public Involvement.</b>	<ul style="list-style-type: none"> <li>▪ All Key Personnel are clearly identified by a key symbol.</li> <li>▪ All management functions have been addressed.</li> <li>▪ All disciplines are present including Survey, Roadway, Geotechnical, Utility, Environmental, Hydraulics, Traffic Engineering, Landscaping, Right of Way, Public Involvement, and Roadway Lighting.</li> <li>▪ Design-Build Constructability Team includes all key areas of concern: sequencing, utilities, traffic, specification compliance, and QA/QC compliance.</li> </ul>	Org Chart Pages 6 – 12
<b>Interface with design/construction teams is thoroughly demonstrated; QC Inspection staff reports to CM; clear distinction between QA/QC functions including testing; interfaces with VDOT and third parties are shown and described.</b>	<ul style="list-style-type: none"> <li>▪ QC staff reports to Construction Manager</li> <li>▪ QA and QC clearly distinguished at all levels, including independent testing labs.</li> <li>▪ Third Parties clearly identified including specifically County Officials, Utility Owners, Business/Property Owners, Regional Traffic Operations Center, Commuters/Traveling Public, and Regulatory Agencies.</li> </ul>	Org Chart Pages 6 – 12

## **Section 3.4**

# **Offeror's Team Structure**

## Section 3.4 Experience of Offeror's Team

The Team is led by Howard Brothers with Lead Designer AMT. Credentials for both firms are included within Section 3.4.1, as well as on the work History Forms that are included in Appendix C and include sufficient detail to allow VDOT to understand the relevant previous experiences of each firm.

### Section 3.4.1 Experience of Lead Contractor and Lead Designer



**Howard Brothers Contractor, Inc. (Howard Brothers)** has been contracting the construction of roadway and utility projects since 1977. Known as an efficient and cost effective contractor, Howard Brothers has historically provided high quality construction projects at low cost to the Virginia Department of Transportation and municipal clients. Due to Howard Brothers' size and workload, they are capable of paying close attention to each project ensuring high quality, innovative solutions, schedule compliance, and maintenance of a partnering relationship with their clients. Howard Brothers will ensure all of these project characteristics are present throughout the design and construction of the I-64/Route 15 Interchange Improvement Project.



Howard Brothers' experience in highway construction, utility avoidance and relocation, maintenance of traffic, interstate interchange ramp improvements, and signal construction is evidenced by their prior history working with the Department. Projects such as the construction of the approaches to the bridges spanning the Mattaponi and Pamunkey Rivers in West Point, improvements to the I-95 interchange ramps in Caroline County, and the construction of I-64 interchange ramps at Hampton University prove that Howard Brothers has direct, relevant, and recent experience working with the Department on similar projects. Howard Brothers has routinely achieved extremely high Contractor Performance Ratings on VDOT projects, achieving greater than 98% for the projects included on the attached Contractor Work History Form.

Howard Brothers is an adaptable organization that is capable of completing fast-tracked highway improvement projects by meeting rigorous schedule requirements. Primavera P6 is used to develop and maintain project schedules while schedule recovery plans are developed to ensure on-time project completion under adverse conditions. Howard Brothers has a low overhead which results in budget compliance for all projects, large and small. With recent relevant experience, dedication from the company principals, experienced staff, and extensive organizational capabilities, Howard Brothers will provide on-time and on-budget completion of the I-64/Route 15 Interchange Improvement project while ensuring high quality.



**A. Morton Thomas and Associates, Inc. (AMT)** an *Engineering News Record* (ENR) top 500 Design Firm, will serve as the Lead Designer for the project. AMT has been providing comprehensive transportation engineering services including roadway design, hydraulic and hydrologic design, interchange improvement design, traffic engineering, utility relocation design, planning, surveying, environmental, landscape architecture, and construction inspection services to state, federal and local governments since 1955. Today, AMT continues the tradition of delivering high quality services and developing long-standing relationships with our clients. With more than 300 employees, AMT's talented engineers, technicians, scientists, surveyors and design staff work closely together to meet the many and varied needs of clients including both the design-build and the design-bid-build delivery methods, throughout the Commonwealth of Virginia; including VDOT.

AMT has a proven track record of providing transportation engineering design services to VDOT with a focus on providing a balance between sound engineering solutions, safety, environmental protection and impact avoidance, aesthetic quality, and economic benefit. AMT is one of the few design firms in Virginia that can boast an established CEI practice in addition to their design engineering capabilities. *This mix of*

*design and construction personnel under one roof allows AMT to conduct detailed constructability reviews for all projects, thereby recognizing potential construction challenges prior to construction.* Examples of typical projects have included projects such as VDOT design-build projects Route 460 Connector Phase I and the Region 2 Project 2 Multiple Culvert Rehabilitation contracts, as well as the Eisenhower Avenue Widening project, and MD 4/Suitland Parkway Interchange Project, some of which are described in the Lead Designer's Work History form in Appendix C.



In order to facilitate VDOT's review of the Howard Brothers Team's Work History forms we offer the following table which summarizes our team's Significant Strengths in response to the Evaluation Criteria.

Projects over last 10 years Similar in Scope and Complexity	Evidence of Good Performance / Lessons Learned
All 6 projects (Lead Designer and Lead Contractor) demonstrate <u>significant</u> relevant experience	At least 5 projects (Lead Designer and Lead Contractor) have verifiable evidence of good performance <u>and</u> provide applicable lessons learned.
<b>Contractor #1: Bridge Approaches to Bridges Spanning Mattaponi and Pamunkey Rivers</b>	
<ul style="list-style-type: none"> <li>▪ Significant bridge approach construction in congested environment</li> <li>▪ Extensive utility relocations</li> <li>▪ New traffic signal construction</li> <li>▪ VDOT project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project completed on-time and on-budget</li> <li>▪ Met demands of project stakeholders and maintained traffic access to thru and local traffic</li> <li>▪ Lessons learned - Importance of project communication and partnering</li> <li>▪ Contractor Performance Rating = 98.5%</li> </ul>
<b>Contractor #2: Improvements to Four Interstate 95 Interchange Ramps</b>	
<ul style="list-style-type: none"> <li>▪ Interstate ramp reconstruction/improvements</li> <li>▪ Utility relocations and upgrades, traffic signal installation</li> <li>▪ Construction in industrial interchange</li> <li>▪ Extensive maintenance of traffic coordination and implementation required.</li> <li>▪ VDOT project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lessons learned regarding the importance of daily partnering attitude with regard to maintenance of traffic implementation</li> <li>▪ Accomplished project with extensive utility owner coordination</li> <li>▪ Contractor Performance Rating = 99.2%</li> </ul>
<b>Contractor #3: Hampton University I-64 Interchange Improvements</b>	
<ul style="list-style-type: none"> <li>▪ Interstate ramp reconstruction/improvements on I-64</li> <li>▪ Grading, drainage, asphalt paving, signal installation, public awareness program</li> <li>▪ Coordination with numerous project stakeholders including Hampton University</li> <li>▪ Installation of new traffic signals.</li> <li>▪ Achieved 35% DBE Participation</li> <li>▪ VDOT project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lessons learned regarding the requirement to streamline some MOT phases to prevent traffic backups onto interstate</li> <li>▪ Lessons learned regarding unexpected traffic and pedestrian volumes through interchange due to proximity to Hampton University</li> <li>▪ Contractor Performance Rating = 98%</li> </ul>
<b>Designer #1: Eisenhower Avenue Improvements</b>	
<ul style="list-style-type: none"> <li>▪ Significant ROW and utility constraints</li> <li>▪ Located in City of Alexandria (urban)</li> <li>▪ Complex MOT planning required</li> <li>▪ Stakeholder coordination at all stages</li> <li>▪ VDOT funded project (Locally administered)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AMT received multiple letters of recommendation and appreciation from City Project Managers for design work</li> <li>▪ Learned lessons regarding balance of stakeholder wants, owner needs, and project financing</li> <li>▪ Learned lessons of importance of multi-discipline engineering team working closely together</li> </ul>
<b>Designer #2: Route 460 Connector Phase I Design-Build</b>	
<ul style="list-style-type: none"> <li>▪ Close coordination between roadway and bridge designers</li> <li>▪ Design-build delivery method</li> <li>▪ Significant size project – \$90 million</li> <li>▪ VDOT project</li> </ul>	<ul style="list-style-type: none"> <li>▪ AMT received letter of recognition from VDOT PM for work on roadway design</li> <li>▪ Lessons learned regarding multi-discipline design coordination working closely with structural engineering team on a daily basis</li> </ul>

<b>Designer #3: MD 4/Suitland Parkway Interchange Project</b>	
<ul style="list-style-type: none"> <li>▪ Major urban interchange design</li> <li>▪ Interchange concept studies completed</li> <li>▪ Extensive MOT and traffic engineering</li> <li>▪ Includes all major scope items identified for Zions Crossroads</li> </ul>	<ul style="list-style-type: none"> <li>▪ AMT recognized for MOT development and led agency-wide discussion of plan development and components at annual MDOT conference</li> <li>▪ Lessons include stakeholder coordination – regulatory agencies, AAFB, and MOT plans</li> </ul>

The Howard Brothers Team has been carefully chosen to provide the necessary expertise to successfully design and construct the I-64/Route 15 Interchange Improvement project. AMT will lead the design including coordination and review of all subconsultant work for the project. The role and firm history of each subconsultant is included below:

 **Traffic Signals Plus, PLLC, (TSP)**, a certified DBE, was recently formed in August 2010 with an office located in Cumberland County, Virginia. TSP is managed and operated by Earl G. Hughes, PE, PTOE. Mr. Hughes has over 23 years of experience including 15 years with VDOT. Over the 23 year period numerous projects were completed throughout Virginia and other parts of the region including Ohio, Florida, Maryland, New York, Maine and the District of Columbia. TSP provides traffic engineering design services as well as planning and studies. The company offers services in the areas of traffic signal design, lighting design, maintenance of traffic, work zone safety, traffic simulation, crash analysis and catalog cut/shop drawing review.

 **Diversified Property Services, Inc. (DPS)**, a certified DBE, offers a comprehensive, coordinated approach to right of way projects. DPS's significant success in obtaining right of way contracts led them to establish a permanent, experienced, multi-disciplined team devoted solely to our clients. Today, that team consists of twenty-eight (28) professionals including ROW agents, relocation agents, technicians, appraisers, review appraisers, title agents, attorneys and managers. DPS has provided similar services on significant VDOT projects such as the Route 28 PPTA project in NoVA.

 **Pulsar Advertising, Inc. (Pulsar)**, a certified DBE, is the nation's premier agency specializing in transportation, congestion and construction mitigation communications planning, transportation demand management (TDM), marketing, branding, public relations, outreach, and digital communications. Pulsar is proud of the impact they have made in participating in the development of and communicating environmentally sustainable plans, planning for and implementing construction mitigation related communications and assisting state and local agencies with brand development.

 **DMY, Inc. (DMY)** is a minority owned business certified as a disadvantaged business enterprise (DBE/SWaM) with the Virginia Department of Transportation. DMY's experience covers a broad range of geotechnical engineering services including geotechnical investigations, shallow and deep foundation design, retaining wall design, slope stability analysis, soil modification and stabilization design, existing pavement analysis and new pavement design. DMY has participated on numerous complex roadway design and construction projects including the Capital Beltway (HOT Lanes) Expansion; the Inter-County Connector Design Build in Laurel, Maryland; and the Woodrow Wilson Bridge Telegraph Road Section in Alexandria, Virginia. Operating from their Midlothian, Virginia office, DMY is prepared to support the Howard Brothers Team with a full range of geotechnical analysis and design solutions.

 **Froehling & Robertson, Inc. (F&R)** is a multi-disciplinary engineering firm that provides clients with a full range of services, including – but not limited to

– their core competencies of construction materials testing and geotechnical and environmental engineering. F&R maintains twelve offices in the Mid-Atlantic region including Virginia offices located in Crozet, Chesapeake, Dulles, Fredericksburg, Richmond, and Roanoke. F&R recognizes that construction materials testing and inspection is an integral link between a project’s design and construction phases. Utilizing their fully integrated field and lab testing capabilities they provide clients with detailed analyses of asphalt, concrete, soils, and other construction materials to ensure construction projects meet design specifications and are in compliance with applicable regulatory requirements.

In order to facilitate VDOT’s review of this section, we offer the following table which summarizes our team’s Significant Strengths in response to the Evaluation Criteria.

Evaluation Criteria	Howard Brothers Construction Team Significant Strengths																																																																											
<p><b>Offeror's supply chain management procedures used in the selection of subconsultants and major subcontractors demonstrate a commitment to a transparent process to the selection of subconsultants and major subcontractors that always considers factors other than price such as past performance and capability.</b></p>	<ul style="list-style-type: none"> <li>▪ AMT was chosen by Howard Brothers due to past working relationships, design-build project experience, high quality design services, and high quality construction Quality Assurance services.</li> <li>▪ TSP selected based on personal relationships between TSP founder and AMT key staff. In addition, Mr. Hughes is known for high quality work and quick response time.</li> <li>▪ DPS was selected based on relationships with AMT and VDOT design-build experience. DPS chosen for high quality services.</li> <li>▪ Pulsar was selected based on recent experiences on VDOT projects.</li> <li>▪ DMY was selected based on record of quality services, proximity to project site, and previous working relationships.</li> <li>▪ F&amp;R chosen for QC testing based on past relationships with Howard Brothers and AMT and proximity to project location to allow timely response to needs.</li> <li>▪ TSP, DPS, DMY, and Pulsar were given special consideration as DBE firms.</li> </ul>																																																																											
<p><b>Subconsultants and/or subcontractors included in detailed Proposal offer material benefits and added value demonstrated by best in class competence or a reputation built over time, evidenced by awards or other commendations.</b></p>	<ul style="list-style-type: none"> <li>▪ AMT, in conjunction with VDOT, has received numerous project awards recently for project such as Delphine Avenue in Waynesboro; the Route 340 Jeremy’s Run bridge replacement in Page County; and Route 644 in Massanutten. Awards were issued by ACEC and VTCA.</li> <li>▪ AMT has prior successful design-build project experience for VDOT, MDSHA, and other government agencies that will greatly strengthen the Howard Brother’s Team.</li> <li>▪ TSP, although a relatively new firm, offers diverse, recognized experience of Principle Officer Earl Hughes, PE.</li> <li>▪ DPS brings proven experience providing similar services for the Route 28 PPTA.</li> <li>▪ Pulsar is nationally recognized for their work in public relations.</li> <li>▪ DMY, although a relatively new firm, offers the previous experience of Principle Officer John Ding, PE as highlighted in the firm biography.</li> <li>▪ F&amp;R offers the most knowledgeable local staff for QC testing.</li> </ul>																																																																											
<p><b>Offeror provides examples of evidence of long-standing good relationships with its subconsultants and major subcontractors from previous successful projects.</b></p>	<ul style="list-style-type: none"> <li>▪ Experience of Howard Brothers Construction Team working together on past projects.</li> <li>▪ Howard Brothers Construction and AMT have worked together on previous VDOT projects.</li> <li>▪ AMT works together daily on multiple projects with TSP, F&amp;R, DMY, DPS, and Pulsar.</li> <li>▪ Partners were selected to fill specific areas of expertise and were selected based on past relationships with one or more team members.</li> </ul>	<table border="1"> <thead> <tr> <th colspan="2" rowspan="2"></th> <th colspan="4">Key Members</th> <th colspan="3">Support</th> </tr> <tr> <th>Howard Brothers</th> <th>AMT</th> <th>DMY</th> <th>Pulsar</th> <th>TSP</th> <th>DPS</th> <th>F&amp;R</th> </tr> </thead> <tbody> <tr> <th rowspan="4">Key Members</th> <th>Howard Brothers</th> <td style="background-color: #cccccc;"></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> </tr> <tr> <th>AMT</th> <td>✓</td> <td style="background-color: #cccccc;"></td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <th>DMY</th> <td></td> <td>✓</td> <td style="background-color: #cccccc;"></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>Pulsar</th> <td></td> <td>✓</td> <td></td> <td style="background-color: #cccccc;"></td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <th rowspan="3">Support</th> <th>TSP</th> <td></td> <td>✓</td> <td></td> <td>✓</td> <td style="background-color: #cccccc;"></td> <td>✓</td> <td>✓</td> </tr> <tr> <th>DPS</th> <td></td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> <td style="background-color: #cccccc;"></td> <td>✓</td> </tr> <tr> <th>F&amp;R</th> <td>✓</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> <td>✓</td> <td style="background-color: #cccccc;"></td> </tr> </tbody> </table>			Key Members				Support			Howard Brothers	AMT	DMY	Pulsar	TSP	DPS	F&R	Key Members	Howard Brothers		✓					✓	AMT	✓		✓	✓	✓	✓	✓	DMY		✓						Pulsar		✓			✓	✓	✓	Support	TSP		✓		✓		✓	✓	DPS		✓		✓	✓		✓	F&R	✓	✓		✓	✓	✓	
		Key Members				Support																																																																						
		Howard Brothers	AMT	DMY	Pulsar	TSP	DPS	F&R																																																																				
Key Members	Howard Brothers		✓					✓																																																																				
	AMT	✓		✓	✓	✓	✓	✓																																																																				
	DMY		✓																																																																									
	Pulsar		✓			✓	✓	✓																																																																				
Support	TSP		✓		✓		✓	✓																																																																				
	DPS		✓		✓	✓		✓																																																																				
	F&R	✓	✓		✓	✓	✓																																																																					

**Section 3.5**  
**Project Risk**

## Section 3.5 Project Risk

The Howard Brothers Team has carefully reviewed the scope of work for the I-64/Route 15 Interchange Improvement project and visited the project site on multiple occasions. **The team has engaged in multiple discussions of project risk and recognizes that it is valuable to differentiate between project challenges and project risks.** For example, the most obvious feature of the project to our team is the successful management of bicycle, pedestrian and vehicular traffic throughout the course of construction. The Howard Brothers Team has deemed this feature to be a *challenge* because the team will be required to meet the clearly defined parameters of the RFP and adhere to established guidelines regarding development of the traffic management plans, work zone setups, etc. Successful management of the traffic will be a significant *challenge* that must be considered when developing the team’s preliminary design plans, method of operations, and pricing as it will affect production rates, working hours, and project phasing. Failure to meet project challenges could be defined as a project *risk*, but that determination in itself implies lack of confidence in the design-builder’s ability to design and construct the project in accordance with the RFQ and subsequent RFP.

With the mindset of project *risk* being defined as an issue that has the potential to impact the project schedule, budget, or both, the team has identified the three most serious risks facing the design-build team during the course of the project:

1. **Delays from Third Parties (Regulatory Agencies)** – receipt of the water quality permits to construct the project will likely be on the CPM schedule’s critical path and therefore the potential for delays due to regulatory agency reviews would result in an impact to the project schedule and budget.
2. **Existing Conditions** – although not in an area known for karst features, sinkholes, or erratic bedrock strata, geotechnical considerations always carry risk at this stage of project development since the geotechnical characteristics cannot be easily witnessed. Similarly, the utilization of existing bridge structures adds risk to the project due to the unknown condition of the bridge abutment and pier foundations. Excavation adjacent to these structures could reveal poor conditions which would affect the project schedule and cost. In addition, the area is not known for seismic activity; however, the 5.8 magnitude earthquake that occurred on August 23, 2011, with an epicenter in Mineral, VA, could have cause damage to the existing bridge structures.
3. **Delays from Third Parties (Utility Owners)** – relocation of the privately owned utilities within the project area will be on the CPM schedule’s critical path in advance of major construction activities. The owners of these utilities are responsible for their relocation and will therefore control the overall project schedule.

*The Howard Brothers Team will employ the CMAA endorsed approach to risk management through the use of a “Risk Register” which includes a formal list of identified risks, potential impacts to the project, and mitigation strategies for each issue.* The team’s risk management process has already commenced and will continue throughout planning, design, and construction of the project. A successful risk management process is robust because it must consider project risks throughout all facets of the project’s life and delivery processes. Risk management must also be dynamic whereas the team can respond to changes in phases of the project, changes to the scope of work, or changes to the team’s approach to completing the scope of work.



The Howard Brothers Team will employ a five step risk management approach to the project including the following stages:

1. Identify – identify risks facing the project, determine cause and effect, and categorize risks
2. Assess – assign probability of occurrence, severity of impact, and determine response

3. Analyze – quantify risk severity, determine risk exposure, establish risk tolerance level, and determine risk contingency (**applicable during preliminary design and pricing**)
4. Manage – define response plans and actions, establish ownership of risk, and manage response (**after Notice to Proceed**)
5. Monitor / Review – monitor/review/update risks, monitor response plans, update risk exposure, analyze trends, and produce reports (**after Notice to Proceed, during design, during construction**)

The team has reviewed each of the three most critical risks and provided an overview of the team’s approach to risk management with respect to each risk. The team’s approach to steps 3-5 of the Risk Management Plan will be activated following receipt of the RFP and the scope of work is more defined.

**Risk No. 1 – Delays from Third Parties (Regulatory Agencies)**

Activities outside those controlled by the design-build team or VDOT are deemed to be under the control of third parties. The project will require water quality permits, design reviews by key stakeholders, and governmental approvals prior to commencement of construction and certain construction milestones.

**Identify** The team has identified two specific components associated with this area of risk:

1. Delay in the permit application review by the US Army Corps of Engineers;
2. Delay in issuance of project permits thus impacting notice to proceed for construction; and



**Assess** The team has assessed the potential impact of each component of Item 1 as shown below:

Risk Issue	Impact Severity	Potential Impact to Project
1A Delay in permit application review	Medium	Delays in review of the permit application could negatively affect the design and overall project schedule. These delays would certainly affect the CPM critical path which would result in a time and cost impact to the team. <b>The Team will place emphasis on coordination with District environmental staff to ensure smooth preparation, submittal, and review of the environmental permit for the project. The Team will depend on AMT’s Environmental staff comprised of Mr. John Farrell during design and Mr. Jeff Kite during construction to ensure timely flow of information and adherence to all permit and NEPA commitments during construction.</b>
1B Delay in receipt of permit for project	High	Delay in receipt of water quality permits would delay a significant portion of the project and adversely affect the project schedule. Delays in permitting would be a direct impact to the start and finish of construction milestones. <b>The Team will allow for ample review time for regulatory agencies in the project schedule and will proactively partner with permitting agencies to answer questions and facilitate their reviews where possible.</b>



**No. 2 – Existing Conditions**

The project is not located in an area that would be considered high risk with respect to karst features, sinkholes, or erratic bedrock elevations; however, subsurface conditions can always present risk due to the inherent nature of geology. Poor soil conditions or varying rock topography could be found during construction which will affect schedule and cost. In addition to the inherent risk associated with subsurface conditions, the fact that the project involves working adjacent to existing bridge structures adds to the risk of the project. Existing bridge inspection reports may indicate that the structures are in good condition but excavation work may reveal that the bridge backwall, abutment foundations, and/or pier foundations have deficiencies that must be addressed during construction through repair or additional shorting.



**Identify** The team has identified two specific components associated with this area of risk:

1. Potential unsuitable soil conditions in fill areas, retaining wall areas, and foundations;
2. The existing condition of bridge components such as backwalls, abutments, piers, and foundations.

**Assess** The team has assessed the potential impact of each component of Item 2 as shown below:

Risk Issue	Impact Severity	Potential Impact to Project
2A Subsurface Conditions	Low	The scope validation period will be used to explore areas of concern in more detail to determine the location of unsuitable soils and/or erratic bedrock depths. <b>The Team will rely on the experience of DMY, Inc. to lead the geotechnical engineering analyses, concentrating on structure foundations, and pavement design. Team will use geophysical studies to compliment traditional techniques where appropriate to minimize risk.</b>
2B Existing Bridge Conditions	Medium	Deficiencies of the existing bridge structures that are identified during construction can add substantial cost to the project as well as affect the project schedule if not identified and planned early in the project development process. <b>The Team will obtain all bridge inspection information available for the bridges spanning Interstate 64 as well as perform additional inspections to determine the likelihood of finding deficiencies that could impact the project schedule and budget during construction.</b>



**Risk No. 3 – Delays from Third Parties (Utility Owners)**

The I-64/Route 15 project will affect utilities located within the project limits. Private utility owners are responsible for the design and relocation of their utilities within the project site. Should a utility owner not provide timely relocations of critical utilities within the project limits, the overall project schedule could be compromised leading to potential project delay.

**Identify** The team has identified one specific risks associated with this area of risk:

1. If a private utility owner cannot relocate a utility within the project limits in a timely manner, the project may experience a delay due either to commencement of construction activities or a substantial portion of the project being delayed;

**Assess** The team has assessed the potential impact of Item 3 as shown below:

Risk Issue	Impact Severity	Potential Impact to Project
3A Critical utilities not being relocated in a timely manner.	Medium	Delays associated with design reviews or utility relocations by private utility owners could negatively affect the commencement and progress of major construction activities. <b>The Team will include the 3<sup>rd</sup> party utility owners as project partners and will proactively solicit their input on various matters as to keep the project on track and fulfill the utility owners’ requirements. The Team will rely on the strong relationships of our members with these utility owners as well as the leadership of the designated Utility Engineer, Mr. Leonard Mathews. Mr. Mathews will coordinate with the utility owners often to ensure that relocations do not delay major construction activities.</b>



The role of VDOT and other agencies in addressing these risks is noted below:

Risk Item	VDOT or 3 <sup>rd</sup> Party	Role in Addressing the Risk
1A 1B	VDOT, USACE	VDOT should reciprocate the team’s emphasis on partnering between District environmental staff, design build team members, and permitting agencies. All permitting activities should be a top priority for VDOT as they are for the Design-Build Team. Any potential or actual delays should be communicated immediately to allow contingency plans to be activated.
2A 2B	VDOT	VDOT should provide all information available on the existing structures and subsurface conditions to the Design-Build Team. VDOT should participate in additional investigation of bridge structures to ensure that a comprehensive understanding of the bridge conditions results.
3A	VDOT, Utility Owners, Project Stakeholders	VDOT, utility owners, and other project stakeholders should be fully engaged in project partnering, speak openly about project design and construction concerns, and work together to find solutions to utility relocation challenges. The Design-Build Team may be able to expedite relocation designs for utility owners that are experiencing resource challenges or are busy responding to natural disasters such as tornadoes, hurricanes, or even major snow events.

# **Appendix A**

**ATTACHMENT 3.1.2**

**0064-054-703, P101, R201 & C501**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

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

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 20-page limit?</b>	<b>SOQ Page Reference</b>
<b>Statement of Qualifications Checklist and Contents</b>	Attachment 3.1.2	Section 3.1.2	no	Appendix A
<b>Acknowledgement of RFQ, Revision and/or Addenda</b>	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	Appendix A
<b>Letter of Submittal (on Offeror's letterhead)</b>				
Offeror's point of contact information	NA	Section 3.2.1	yes	1
Authorized Representative's signature	NA	Section 3.2.1	yes	4
Principal officer information	NA	Section 3.2.2	yes	1
Offeror's Corporate Structure	NA	Section 3.2.3	yes	2
Affiliated/subsidiary companies	NA	Section 3.2.4	yes	2
Debarment forms	Attachment 3.2.5(a) Attachment 3.2.5(b)	Section 3.2.5	no	Appendix E
Offeror's VDOT prequalification evidence	NA	Section 3.2.6	no	Appendix A
Evidence of obtaining bonding	NA	Section 3.2.7	yes	5
<b>Professional Services Evidence</b>				
Full size copies of SCC and DPOR registration documentation (appendix)	NA	Section 3.2.8	no	Appendix D

**ATTACHMENT 3.1.2**

**0064-054-703, P101, R201 & C501**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 20-page limit?</b>	<b>SOQ Page Reference</b>
SCC Registration	NA	Section 3.2.8.1	yes	2
DPOR Registration (Offices)	NA	Section 3.2.8.2	yes	2-3
DPOR Registration (Key Personnel)	NA	Section 3.2.8.3	yes	3
DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.8.4	yes	3
<b>DBE statement within Letter of Submittal</b> confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.9	yes	4
<b>Offeror's Team Structure</b>				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	6-8
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	Appendix B
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	Appendix B
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	Appendix B
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	Appendix B
Key Personnel Resume – Public Relations Manager	Attachment 3.3.1	Section 3.3.1.5	no	Appendix B
Organizational chart	NA	Section 3.3.2	yes	9
Organizational chart narrative	NA	Section 3.3.2	yes	8-12
<b>Experience of Offeror's Team</b>				
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	13-16 Appendix C

**ATTACHMENT 3.1.2**

**0064-054-703, P101, R201 & C501**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 20-page limit?</b>	<b>SOQ Page Reference</b>
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	Appendix C
<b>Project Risk</b>				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	17-20

**ATTACHMENT 2.10**

**COMMONWEALTH OF VIRGINIA  
DEPARTMENT OF TRANSPORTATION**

RFQ NO. C00086453DB48

PROJECT NO.: 0064-054-703, P101, R201 & C501

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

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

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

1. Cover letter of RFQ 12/06/11  
(Date)
2. Cover letter of \_\_\_\_\_  
(Date)
3. Cover letter of \_\_\_\_\_  
(Date)

  
SIGNATURE

Feb 2 2012  
DATE



COMMONWEALTH OF VIRGINIA



# CERTIFICATE OF QUALIFICATION

**Howard Brothers Contractor, Inc.**

**Vendor Number: H301**

In accordance with the Regulations of the Virginia Department of Transportation, you are hereby notified that the following Rating and Classifications has been assigned to you by the Commissioner:

## PREQUALIFIED

**Work Classes:** Drainage Structures, Excavating, Underground Utilities

**Issue Date:** May 31, 2011

**This Rating and Classification will Expire:** May 31, 2012

Suzanne FR Lucas Prequalification Officer

Don E. Silies, State Contract Officer

# **Appendix B**

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>Samuel C. Howard, President – General Manager</b>
b. Project Assignment:	<b>Design Build Project Manager</b>
c. Name of Firm with which you are now associated:	<b>Howard Brothers Contractor, Inc.</b>
d. Years experience: With this Firm <u>35</u> Years With Other Firms <u>0</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):	<p>President .....Howard Brothers Contractor, Inc. .... 1977 - Present  Project Manager .....Howard Brothers Contractor, Inc. .... 1977 - Present  Construction Manager .....Howard Brothers Contractor, Inc. .... 1977 - Present  Project Superintendent.....Howard Brothers Contractor, Inc. .... 1977 - Present  Estimator .....Howard Brothers Contractor, Inc. .... 1977 - Present  Operator/Foreman .....Howard Brothers Contractor, Inc. .... 1977 - Present</p>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	New Kent High School Graduate 1973
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	Erosion & Sediment Cert. 1332C 11/12/2015 GMM Certification 9021117 Cert. #17853
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 assignment, 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 assignment.</i> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>	
<b>Project Name:</b>	<b>Hampton University Interchange I-64 - City of Hampton VDOT Project Number 0064-114-115,C501</b>
Name of Firm:	Howard Brothers Contractor Inc.
Start Date:	2001
End Date:	2001
<b>Project Role:</b>	<b>Project Manager</b>
Responsibilities:	Project manager and estimator managing the construction of a high profile Hampton University interchange connecting the University to Interstate 64. Responsible for all coordination with VDOT and University personnel to alleviate potential pedestrian and maintenance of traffic issues during construction. Provided overall project management and decision making. The contract value was \$508,434.

Client/Owner:	Virginia Department of Transportation Quintin Elliott, PE Area Construction Engineer 540.899.4200
<b>Project Name:</b>	<b>Construction of New Bridges spanning the Mattaponi and Pamunkey Rivers - West Point; VDOT Project Number D41 and D98</b>
Name of Firm:	Howard Brothers Contractor, Inc.
Start Date:	2004
End Date:	2007
<b>Project Role:</b>	<b>Project Manager/ Construction Manager for Bridge Approach Construction</b>
Responsibilities:	Served as subcontracting project manager and construction manager for the construction of bridge approaches. Subcontracting for both bridge projects constructed simultaneously. Responsibilities involved coordination with prime contractors on scheduling, project oversight, public relations with city officials, re-design of project storm water system, and construction of an 8 acre salt water marsh for mitigation. The contract value was \$8,813,709.
Client/Owner:	Virginia Department of Transportation Marcie Parker, PE Area Construction Engineer 540.899.4288
<b>Project Name:</b>	<b>Interstate 95 – Interchange Ramp Improvements (4 Ramps) - Hanover County; VDOT Project Number 0095-042-753,C501</b>
Name of Firm:	Howard Brothers Contractor, Inc.
Start Date:	2010
End Date:	2012
<b>Project Role:</b>	<b>Project Manager</b>
Responsibilities:	Coordination of overall construction, project estimating, development and maintenance of project schedule, development and execution of maintenance of traffic plan, correspondence management, and all project submittals. Project involved multiple facets of construction in an industrial interstate interchange including constructing improvements to 4 interstate ramps, bridge approach improvements, signalization, relocation of a force main, installation of water/sewer utilities, with complex maintenance of traffic phasing. The contract value was \$2,262,520.
Client/Owner:	Virginia Department of Transportation Keith Rider, PE Area Construction Engineer 804.328.3099

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>Darin Simpson, PE, Associate</b>
b. Project Assignment:	<b>Quality Assurance Manager</b>
c. Name of Firm with which you are now associated:	<b>A. Morton Thomas and Associates, Inc.</b>
d. Years experience: With this Firm <u>≤1</u> Years With Other Firms <u>16</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):	<p>Associate ..... A. Morton Thomas and Associates, Inc. ....2011 – Present  Responsible Charge Engineer..... Virginia Department of Transportation .....2007 – 2011  Assistant Residency Administrator ..... Virginia Department of Transportation. ....2006 – 2007  Project/Traffic Engineer ..... West Virginia Division of Highways .....2000 – 2004  Traffic Engineer ..... Wood-Washington-Wirt MPO .....1997 – 2000  Operations Manager ..... Earth Tech .....1996 – 1997</p>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	<p>West Virginia University, Morgantown, WV / Bachelor of Science / 1993 / Civil Engineering  West Virginia University, Morgantown, WV / Graduate Engineering Courses / 1994-1995 / Transportation</p>
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	<p>2004 ..... Virginia ..... Professional Engineer ..... No. 040251</p>
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 assignment, 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 assignment.</i> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>	
<b>Project Name:</b>	<b>Northwestern Regional Operations</b>
Name of Firm:	Virginia Department of Transportation
Start Date:	2007
End Date:	2011
<b>Project Role:</b>	<b>Responsible Charge Engineer</b>
Responsibilities:	Responsible for the design, contract development and construction administration of traffic control device and ITS projects. Work included over seventy (70) traffic signal projects, three CCTV projects (twenty total sites), three (3) lighting projects and numerous contracts for guardrail, signing and pavement markings. Duties consisted of using the concurrent engineering process for project development, sealing all plans and applicable contract documents, public involvement and construction administration duties such as pre-construction conferences, shop drawing/catalog cut reviews; negotiating and preparing work orders, approving estimates and sealing/signing field changes during construction. Duties also included coordinating with consultant services firm to staff construction administration team and managing the work zone safety program for the Region.

Client/Owner:	Virginia Department of Transportation Dean Gustafson Regional Operations Director 540.332.8999
<b>Project Name:</b>	<b>I-81 Truck Climbing Lane – Traffic Management Plan</b>
Name of Firm:	Virginia Department of Transportation
Start Date:	2008
End Date:	2011
<b>Project Role:</b>	<b>Responsible Charge Engineer</b>
Responsibilities:	Project consisted of the design and construction administration of three (3) traffic monitoring cameras and street lighting at four (4) intersections as part of the traffic management plan for this design-build project. This project required extensive coordination with the design-build contractor to ensure that the camera and lighting assets did not conflict with the planned capacity improvements and the project was completed in advance of the start of construction of the truck climbing lane as required. Additionally, responsibilities included reviewing the design-builders MOT plans throughout the multiple phases of construction.
Client/Owner:	Virginia Department of Transportation Dean Gustafson Regional Operations Director 540.332.8999
<b>Project Name:</b>	<b>Corridor D (I-77 Interchange to Core Road)</b>
Name of Firm:	West Virginia Division of Highways
Start Date:	2011
End Date:	2004
<b>Project Role:</b>	<b>Project Engineer</b>
Responsibilities:	Project was a \$6 million new limited access four lane highway that included extensive MOT due to the required tie-in/traffic shifts at the interchange of I-77, existing US Route 50 and new US Route 50. Additionally, the project public relations campaign was critical due to the existing businesses at the interchange/along Route 50. Responsibilities included: managing project budget; ensuring Quality Assurance plans and procedures were adhered to; monitoring of contractor's Quality Control program; preparing all project correspondence; negotiating/developing work orders to include necessary documentation for FHWA approval; reviewing contractor's CPM schedule; ensuring that District material testing was performed in accordance with required testing frequency; progress meetings; shop drawing/catalog cut review; managing state and consultant inspection staffs; and District lead for public relations not only for this project but for the entire 10 mile corridor project which included preparing/disseminating press releases, preparing/delivering project presentations, and coordinating/conduction interviews for print, radio and television media.

Client/Owner:	West Virginia Division of Highways James Roten, Jr., PE District Engineer 304.420.4545
<b>Project Name:</b>	<b>Corridor D (Route 892 Interchange to 1.75 miles east)</b>
Name of Firm:	West Virginia Division of Highways
Start Date	2001
End Date:	2004
<b>Project Role:</b>	<b>Project Engineer</b>
Responsibilities:	Project was a \$26 million new limited access four lane highway that included extensive MOT due to the reconstruction of a primary route that served as the main access to DuPont's Washington Works plant. The new primary route was to be constructed on the slope below the existing route while maintaining two lanes of traffic for the existing route. The relocation was not feasible per the plans so modifications were made to the site bench for the new route and temporary widening was performed on the existing route to maintain two lanes of traffic and still construct the new primary route. All work was performed using existing bid items, a collaborative effort between the project staff and the contractor. Other project challenges consisted of coordination with CSX for multiple drainage structures under the railroad tracks and construction of a 700 LF MSE wall parallel to the railroad. Additionally, the project public relations campaign was critical due to not only the DuPont operations but other industries that were impacted by the construction. Responsibilities included: managing project budget; ensuring Quality Assurance plans and procedures were adhered to; monitoring of contractor's Quality Control program; preparing all project correspondence; negotiating/developing work orders to include necessary documentation for FHWA approval; reviewing contractor's CPM schedule; ensuring that District material testing was performed in accordance with required testing frequency; progress meetings; shop drawing/catalog cut review; managing state and consultant inspection staffs; and District lead for public relations not only for this project but for the entire 10 mile corridor project which included preparing/disseminating press releases, preparing/delivering project presentations, and coordinating/conduction interviews for print, radio and television media.
Client/Owner:	West Virginia Division of Highways James Roten, Jr., PE District Engineer 304.420.4545
<b>Project Name:</b>	<b>Traffic Responsive Signal Systems (Parkersburg CBD and Arterials)</b>
Name of Firm:	West Virginia Division of Highways
Start Date	2001
End Date:	2004
<b>Project Role:</b>	<b>Project Engineer</b>

**Responsibilities:**

Projects consisted of the installation of a traffic responsive signal system for twenty-three (23) intersections within the central business district and an arterial traffic responsive signal system for ten (10) intersections. Project consisted of complete rebuilds and modifications to existing signals, hard-wired system interconnection, in-pavement vehicle detection, pedestrian signalization and emergency preemption as well as typical signal components and civil construction. Responsibilities included: managing project budget; ensuring Quality Assurance plans and procedures were adhered to; monitoring of contractor's Quality Control program; preparing all project correspondence; negotiating/developing work orders; ensuring that District material testing was performed in accordance with required testing frequency; and shop drawing/catalog cut review.

**Client/Owner:**

West Virginia Division of Highways  
James Roten, Jr., PE  
District Engineer  
304.420.4545

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>David Covington, PE, Associate</b>
b. Project Assignment:	<b>Design Manager</b>
c. Name of Firm with which you are now associated:	<b>A. Morton Thomas and Associates, Inc.</b>
d. Years experience: With this Firm <u>4</u> Years With Other Firms <u>9</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):	Associate.....A. Morton Thomas and Associates.....2007 – Present Senior Transportation Engineer.....Michael Baker Jr., Inc.....1999 – 2007
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	Virginia Polytechnic Institute & State University, Blacksburg, VA / Bachelor of Science / 1998 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	2004 ..... Virginia ..... Professional Engineer ..... No. 38235
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 assignment, 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 assignment.</i> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>	
<b>Project Name:</b>	<b>Eisenhower Avenue</b>
Name of Firm:	A. Morton Thomas and Associates, Inc.
Start Date:	2008
End Date:	On-going
<b>Project Role:</b>	<b>Design Manager</b>
Responsibilities:	Design Manager for the widening of Eisenhower Avenue from a variable lane facility to a six lane divided facility with wide raised median and Gateway Project features such as landscaping, open spaces, wide sidewalks with integral bicycle path, continuous planter boxes, and street lighting. The project includes a wide outside lane that will serve as peak parking as well as a through travel lane and bus lane during peak volume hours. The project includes numerous right-of-way constraints including existing bridge piers located 1.5 feet from the proposed back of curb, proffered right-of-way, existing buildings, and concurrent development along the project site. The estimated construction cost is \$15,000,000. Responsible for: - Coordinating client meetings and correspondence

Responsibilities: (continued)

- Coordinating with developers and concurrent VDOT projects (Beltway ramps)
- Management and supervision of designers and subconsultants
- Development of roadway design plans using VDOT Microstation and GeoPak design platforms
- Managing stormwater and erosion control design
- Adherence to all VDOT, FHWA, and City of Alexandria standards and specifications

Client/Owner: Virginia Department of Transportation/City of Alexandria  
 Lisa Jaatinen  
 Project Manager  
 703.746.4053

**Project Name:** US Route 460 Connector Phase I

Name of Firm: A. Morton Thomas and Associates, Inc.

Start Date: 2009

End Date: 2011

**Project Role:** Roadway Design Manager

Responsibilities: Roadway Design Manager for the design of a four lane Rural Principal Arterial on new alignment with connections to local routes and local roadway improvements. The design-build project includes three bridges: twin 1,733 foot long cast-in-place hollow box concrete structures crossing Grassy Creek and Route 610 at a maximum height of 267 feet, and a 300 foot long bulb-T girder bridge crossing Hunts Creek. The roadway is cut into steep terrain with benched sideslopes engineered to minimize earthwork and disturbance to the environment. Due to the nature of the project, approximately 2.6 million cubic yards of excavated material is placed in an engineered waste area on the project site. Stormwater management facilities and erosion control features are being designed in order to minimize impacts to sensitive local streams and to control increases in stormwater runoff as a result of the large footprint of the project. The project contract value is \$90,000,000. Responsible for:

- Development of roadway plans using VDOT Microstation and GeoPak
- All roadway design and oversight
- Management of drainage, stormwater management, and erosion control design
- Development of phased maintenance of traffic and sequence of construction plans
- Cost estimating and quantity take-offs
- Scheduling and budgeting
- Management of subconsultant tasks
- Adherence to all VDOT standards and specifications
- Attending monthly project meetings and weekly team progress meetings
- Management of utility relocation plans

Client/Owner: Virginia Department of Transportation  
 Bristol District Office  
 Amanda Cox, PMP  
 276.669.6151

**Project Name:** Charles City Road Improvements

Name of Firm: Michael Baker, Jr., Inc.

Start Date: 2005

End Date: 2007

**Project Role:** Deputy Project Manager

Responsibilities: Deputy Project Manager and Project Engineer for approximately 1.55 miles of roadway widening from two lanes to four lanes with a raised median. The environment is a mixture of industrial, commercial, and residential uses. The project provided many challenges, including coordinating the design of Charles City Road with two future projects (Airport Connector Road and Airport Drive); two CSX railroad crossings; coordination with the Capital Region Airport Commission; and designing around a multitude of existing and future utilities, including overhead electric, gravity sewers, sewer force mains (including a 60" sewer force main), secure fiber-optic lines, water lines, and gas lines. The estimated construction cost is \$12,000,000. Responsible for:

- Development of roadway plans using VDOT Microstation and GeoPak design platforms
- Coordinated client and third-party meetings and correspondence
- Managed drainage, stormwater management, and erosion control design
- Reviewed and approved third-party designs affecting the project
- Cost estimating
- Management of subconsultant tasks
- Adherence to all VDOT and Henrico County standards and specifications

Client/Owner: Henrico County Department of Public Works  
Margaret-Anne Hilliard  
804.501.4244

**Project Name:** Dan Daniel Memorial Highway (Route 265/29)

Name of Firm: Michael Baker, Jr., Inc.

Start Date: 2000

End Date: 2002

**Project Role:** Design Engineer

Responsibilities: Design Engineer for complete construction plans consisting of approximately 7 miles of 2-lane widening from an existing 2-lane limited access highway originally built on 4-lane right-of-way. The project was designed to interstate standards and included four bridges and one fully directional interchange. A major challenge of the project included designing a fully enclosed pavement drainage system and extensive storm sewer system with minimal disruption to existing and new utilities. Permanent utility easements were established for all new utilities. The construction cost was \$67,000,000. Responsible for:

- Development of roadway plans using VDOT Microstation and IGRDS design platforms

Responsibilities:  
(continued)

- Design of a fully enclosed underdrain management system
- Design of roadside barriers
- Quantity calculations and summaries
- Subconsultant supervision
- Cost estimating
- Adherence to all VDOT standards and specifications

Client/Owner: Virginia Department of Transportation  
Lynchburg District  
Dale Grigg Jr. (Retired)  
434.229.2259

Project Name: **I-64 Phase II**

Name of Firm: Michael Baker, Jr., Inc.

Start Date: 1998

End Date: 2007 (Contract terminated due to funding)

Project Role: **Design Engineer**

Responsibilities: Design Engineer for 11.5 kilometers of 6-lane divided interstate highway reconstruction. In conjunction with the reconstruction, responsibilities included the design of one major interchange with collector-distributor roadways and ramps. This design included a major realignment for a new bridge spanning the Elizabeth River. The resulting plans were final design field inspection plans complete with cross-sections and cost estimates. The estimated construction cost was \$200,000,000. Responsible for:

- Development of roadway design plans using VDOT Microstation
- Extensive geometric design of interchange ramps
- Roadside barrier design
- Cost estimating
- Quantity take-offs

Client/Owner: Virginia Department of Transportation  
Mary Stanley (Retired)  
804.786.6753 (Last known contact)

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>Martin M. Howard, Vice President – Construction Manager</b>
b. Project Assignment:	<b>Construction Manager</b>
c. Name of Firm with which you are now associated:	<b>Howard Brothers Contractor, Inc.</b>
d. Years experience: With this Firm <u>35</u> Years With Other Firms <u>0</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):	<p>Construction Manager.....Howard Brothers Contractor, Inc.....1977 - Present  Project Superintendent/Associate.....Howard Brothers Contractor, Inc.....1977 - Present  Estimator.....Howard Brothers Contractor, Inc.....1977 - Present  Operator/Foreman.....Howard Brothers Contractor, Inc.....1977 - Present</p>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	New Kent High School Graduate 1975
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	<p>Instructor and Flagger Cert.  VDOT Erosion &amp; Sediment Control Contractor Cert. #2475C expires 11/12/2015  VA DCR Responsible Land Disturber (RLD) – <b>Will obtain certification prior to commencement of construction activities.</b>GMM Certification 9021114 Cert #17853  QC Management for Contr. CENAO-10-0675 expires 05/18/0015  Asp Field Material Tech. Cert. Passed 11/17/2009  Humboldt Scientific Inc. Radiological Safety &amp; Gauge Training 4-20-09</p>
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 assignment, 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 assignment.</i> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>	
<b>Project Name:</b>	<b>Hampton University Interchange I-64 - City of Hampton VDOT Project Number 0064-114-115,C501</b>
Name of Firm:	Howard Brothers Contractor, Inc.
Start Date:	2001
End Date:	2001
<b>Project Role:</b>	<b>Construction Manager/Superintendent</b>

**Responsibilities:** Served as general construction manager/superintendent on this VDOT project located at the congested Hampton University interchange along I-64. Worked in close proximity to Hampton University with high volumes of unpredictable pedestrian traffic, coordinated with VDOT and university personnel to make allowances and adjustments to construction activities and traffic control to enhance mobility and safety. Coordinated daily maintenance of traffic operations, managed subcontractors and provided daily oversight of construction activities in a very congested University area. The contract value was \$508,434.

**Client/Owner:** Virginia Department of Transportation  
Quintin Elliott, PE  
Area Construction Engineer  
540.899.4200

**Project Name:** **Interstate 95 Interchange Ramp at Bowling Green – Caroline County; VDOT Project Number 0095-016-111, C502**

**Name of Firm:** Howard Brothers Contractor, Inc.

**Start Date:** 2002

**End Date:** 2003

**Project Role:** **Construction Manager/Superintendent**

**Responsibilities:** Served as Project Construction Manager/Superintendent on I-95 exit ramp. Supervised the widening and intersection improvements of the facility. Provided coordination and scheduling of subcontractor services, maintenance of traffic, and DBE participation. The project included multiple construction items associated with coordination of traffic control, hydraulic concrete pavement and public relations. As construction manager Mr. Howard was instrumental in obtaining 35% DBE participation for the project. The contract value was \$332,670.

**Client/Owner:** Virginia Department of Transportation  
Charles Stunkle  
Resident Engineer  
804.633.5091

**Project Name:** **Interstate 95 – Interchange Ramp Improvements (4 Ramps) - Hanover County; VDOT Project Number 0095-042-753,C501**

**Name of Firm:** Howard Brothers Contractor, Inc.

**Start Date:** 2010

**End Date:** 2012

**Project Role:** **Construction Manager/Superintendent**

**Responsibilities:** Currently serving as Construction Manager/Superintendent on congested I-95 interchange improvement project. Project oversight involves maintenance of traffic along I-95, entrance/exit ramp improvements, total reconstruction of industrial intersection, water/sewer infrastructure improvements, signalization and coordination of subcontractor tasks. The contract value was \$2,262,520.

**Client/Owner:** Virginia Department of Transportation  
Keith Rider, PE  
Area Construction Engineer  
804.328.3099

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>James (Jim) Wright, Regional Director/Strategic Marketing and Outreach Planning</b>
b. Project Assignment:	<b>Public Relations Manager</b>
c. Name of Firm with which you are now associated:	<b>Pulsar Advertising, Inc.</b>
d. Years experience: With this Firm <u>7</u> Years With Other Firms <u>31</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):	Regional Director .....Pulsar Advertising, Inc. ....12/2005 – Present Sr. VP, Business Partnerships .....Leonard Resource Group, Inc .....1997 – 12/2005
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	State University of New York, Albany, NY / Bachelors of Science / 1986 / Business
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 assignment, 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 assignment.</i> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>	
<b>Project Name:</b>	<b>Virginia Mega Projects</b>
Name of Firm:	Pulsar Advertising
Start Date:	2008
End Date:	On-going
<b>Project Role:</b>	<b>Project Director, Employer Solutions Team</b>
Responsibilities:	Mr. Wright has been the strategic leader in creating the <i>Virginia Megaprojects Employer Solutions Team (EST)</i> responsible for developing a B2B strategy to businesses in Tysons Corner, one of the nation's top 10 largest business centers. Jim provides strategic direction and planning for the EST, who meet directly with employers, chambers of commerce, property managers and trade associations in addition to Fairfax County government officials to encourage businesses to develop strategies and practices that help their employees reduce commuter related vehicle trips during the Dulles Metrorail Extension and I-495 HOT Lanes construction phases. In addition to directly engaging hundreds of businesses in the last year, Jim and the EST have created a comprehensive communications network reaching more than 80,000 employees through the use of the Megaprojects Customer Relationship Management system.

Client/Owner:	Virginia Department of Transportation Valerie Pardo 703.259-1736	Virginia Dept of Rail & Public Transportation Chris Arabia 804.786-1059
<b>Project Name:</b>	<b>Springfield Interchange Communications</b>	
Name of Firm:	Pulsar Advertising	
Start Date:	2005	
End Date:	2008	
<b>Project Role:</b>	<b>Marketing Communications Manager</b>	
Responsibilities:	Mr. Wright was responsible for directing the strategic communications effort for this multi-modal, multi-media project on behalf of Pulsar. The Springfield Interchange project was one of the largest public works projects in the nation impacting thousands of travelers in one of the country's busiest transportation corridors. Project elements include community input, direct mail, radio, public relations, special events and a dedicated website.	
Client/Owner:	Virginia Department of Transportation Northern Virginia District Office Steve Titunik 571.483.2591	
<b>Project Name:</b>	<b>Virginia Highway Safety Corridors</b>	
Name of Firm:	Pulsar Advertising	
Start Date:	2005	
End Date:	2010	
<b>Project Role:</b>	<b>Project Director</b>	
Responsibilities:	Mr. Wright was responsible for securing key stakeholder input to direct Pulsar's development of a communications and marketing campaign to support VDOT's grant from Virginia Department of Motor Vehicles and in cooperation with the Virginia State Police to reduce accidents and fatalities in the three highway safety corridors within the state (I-81 in SW Virginia, I-95 in the City of Richmond, and I-95 in Prince William County). The campaign elements included: radio, outdoor, transit, print and direct mail.	
Client/Owner:	Virginia Department of Transportation Tamara Rollison 804.786.2715	

# **Appendix C**

**ATTACHMENT 3.5.1(a)**

**LEAD CONTRACTOR – WORK HISTORY FORM**

**(LIMIT 1 PAGE PER CONTRACT)**

Work by Lead Contractor – Three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative Describing Nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
<p>(1) <b>Bridge and Approaches to Mattaponi River</b> (NFO)0033-063- 103,C502 D41 Town of West Point</p> <p>(2) <b>Bridge and Approaches to Pamunkey River</b> (FO)0033-966-102,C501,B602 D98 Town of West Point</p> <p><u>Scope and Complexity Similarities</u></p> <ul style="list-style-type: none"> <li>VDOT Project</li> <li>Approaches to bridges over Pamunkey &amp; Mattaponi Rivers New Kent Co./ King William Co./Town of West Point</li> <li>Construction size \$8.7 million</li> <li>Impact to local commuters</li> <li>Unknown subsurface conditions</li> </ul> <p><u>Evidence of Good Performance</u></p> <ul style="list-style-type: none"> <li>Project completed on time and on budget</li> <li>Contractors Performance Rating was 98.5% out of a possible 100%</li> </ul> <p><u>Lessons Learned</u></p> <ul style="list-style-type: none"> <li>Communication skills of diplomacy in construction, public and private sectors</li> <li>Partnership of two separate jobs coordinated as one</li> </ul>	<p>HBC, Inc. acted as subcontractor to Skanska and McLean prime contractors to construct 2 bridges spanning the Mattaponi and the Pamunkey Rivers.</p> <p>HBC, Inc. supplied coordination and construction of all components of project not associated with actual bridges. Wetland mitigation, Southern Railroad utility crossing, demolition of buildings, subgrade improvements, surcharge with monitoring, and all components associated with town utility and landscape aesthetic improvements were required.</p> <p><u>Lessons Learned:</u> Acting as subcontractor for two bridge contractors required coordination and skilled partnering in dealing with the private sector construction, public sector owners and VDOT. Importance of regular planned communications and partnering.</p>	<p><b>OWNER:</b> (1) VDOT/Skanska</p> <p>VDOT- Marcie Parker, Resident Engineer 87 Deacon Road Fredericksburg, VA 22405 540-899-4288</p> <p>Skanska- Pat Moore 295 Bendix Dr., Suite 400 Virginia Beach, VA 23452 804 829-9044</p> <p>(2) VDOT/Bryant Contracting, Inc.</p> <p>VDOT- Marcie Parker, Resident Engineer 87 Deacon Road Fredericksburg, VA 22405 540-899-4288</p> <p>Bryant Contracting - Barry Bryant P.O. Box 1000 Toano, VA 23168 757-566-0400</p>	2007	2007	\$5,251	\$6,075*	\$6,075
			2007	2007	\$2,672	\$2,737*	\$2,737
							

**ATTACHMENT 3.5.1(a)**

**LEAD CONTRACTOR – WORK HISTORY FORM**

**(LIMIT 1 PAGE PER CONTRACT)**

Work by Lead Contractor – Three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative Describing Nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
<p>(4) <b>Interstate 64 Interchange Ramp</b> (NFO)0064-114-115,C501 City of Hampton Hampton Roads District</p> <p>Settlers Landing Road and Tyler Street</p> <p><u>Scope and Complexity Similarities</u></p> <ul style="list-style-type: none"> <li>Entrance/exit ramp reconstruction and interchange improvements</li> <li>Grade, drain, asphalt paving and signals</li> <li>Interstate traffic conditions</li> <li>Public awareness – impact to local commuters</li> </ul> <p><u>Evidence of Good Performance</u></p> <ul style="list-style-type: none"> <li>Completion on time and on budget</li> <li>Attained 35% DBE participation</li> <li>Contractors Performance Rating was 98% out of a possible 100%</li> </ul> <p><u>Lessons Learned</u></p> <ul style="list-style-type: none"> <li>Utilize partnering opportunities to overcome potential traffic/pedestrian encounters</li> </ul>	<p>Project involved Interstate 64, VDOT interstate interchange improvements in a high traffic/pedestrian area, Hampton University. Project exit/entrance ramps off east bound I-64 in very close proximity to university intersection, required widening of entrance exit ramps, enhance pedestrian flow, safety intersection signalization and traffic flow deliniation.</p> <p><u>Lessons Learned:</u></p> <p>The project presented two valuable learning events.</p> <p>(1) The exit ramp off interstate I-64 was short which would result in a backup of traffic on the interstate quickly. HBC, Inc. and VDOT stream lined the M.O.T. to allow for correction during construction when required.</p> <p>(2) Working in close proximity to Hampton University and large volumes of unpredictable pedestrian traffic, HBC, Inc. coordinated with VDOT and university personnel to make allowances and adjustments to construction activities and traffic control to enhance flow and safety.</p>	<p><b>OWNER:</b> Virginia Department of Transportation VDOT Engineer: Quintin Elliott, PE, Resident Engineer 1700 North Main St. Suffolk, VA 23434 540-889-4200</p>	2001	2001	\$508	\$508	\$508
							

**ATTACHMENT 3.5.1(a)**

**LEAD CONTRACTOR – WORK HISTORY FORM**

**(LIMIT 1 PAGE PER CONTRACT)**

Work by Lead Contractor – Three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative Describing Nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
<p>(5) <b>4 Interstate 95 Interchange Ramps</b>                      (FO)0095-042-753,C501                      Hanover County                      Richmond District                      0.061 Mi. W. Int. Rte 743 to  <b>0.367 Mi. E. Int. Rte 743</b></p> <p><u>Scope and Complexity Similarities</u></p> <ul style="list-style-type: none"> <li>VDOT Project</li> <li>Significant roadway and ramp construction</li> <li>Interstate traffic conditions</li> <li>Challenging M.O.T.</li> <li>\$2.7 Million</li> </ul> <p><u>Evidence of Good Performance</u></p> <ul style="list-style-type: none"> <li>Contractors Performance Rating is 99.2% out of a possible 100%</li> <li>Completed under budget</li> </ul> <p><u>Lessons Learned</u></p> <ul style="list-style-type: none"> <li>Proactive approach to interstate interchange M.O.T.</li> </ul>	<p>VDOT project classification rural major collector project scope involved: reconstruction and expansion of (4) entrance/exit ramps, I-95 bridge approach improvements, reconstruction modification of (2) industrial intersections, signalization, utility upgrades, and extensive M.O.T. coordination and implementation.</p> <p><u>Lessons Learned:</u>                      The project had some unique construction challenges associated with M.O.T. With 2 major industrial interchange rebuilds separated by I-95 the M.O.T. coordination with VDOT was a daily partnering for planning implementation.</p> <p>Scheduling of construction, traffic switching, phasing, and coordinating with multiple on-site utility owners revealed the importance of ongoing partnering, scheduling, and communication to assure safety and on time quality construction practice.</p>	<p><b>OWNER:</b>                      Virginia Department of Transportation                      VDOT Engineer:                      Keith Rider, PE, Area Construction Engineer                      2430 Pine Forest Dr.                      Colonial Heights, VA 23834                      804-328-3099</p>	2011	2011	\$2,246	\$2,262	\$2,262



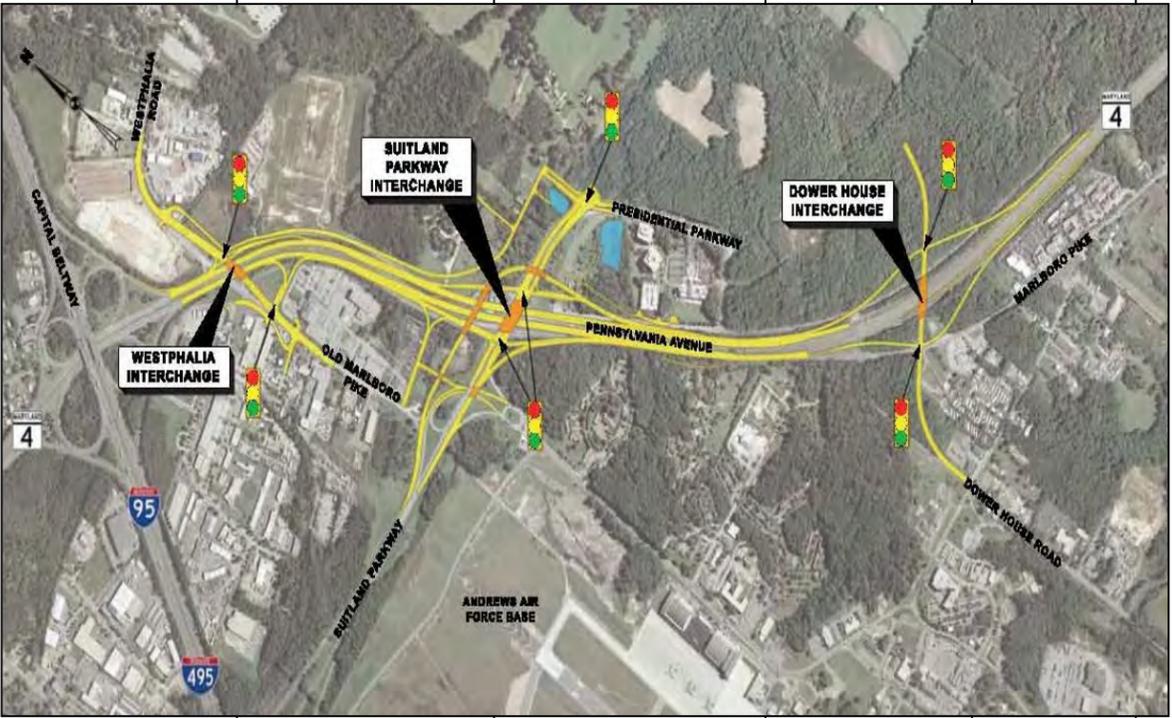
**ATTACHMENT 3.5.1(b)**

**LEAD DESIGNER – WORK HISTORY FORM**

**(LIMIT 1 PAGE PER CONTRACT)**

Work by Lead Contractor – Three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative Describing Nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
<p><b>(1) Eisenhower Avenue Improvements</b></p> <p>City of Alexandria, Virginia</p> <p><u>Scope and Complexity Similarities</u></p> <ul style="list-style-type: none"> <li>Significant ROW and utility constraints</li> <li>Multi-modal transportation considerations</li> <li>Located in City of Alexandria (urban)</li> <li>Complex MOT planning required</li> <li>Stakeholder coordination at all stages</li> <li>VDOT funded project</li> </ul> <p><u>Evidence of Good Performance</u></p> <ul style="list-style-type: none"> <li>AMT received multiple letters of recommendation and appreciation from City Project Managers for design work</li> </ul> <p><u>Lessons Learned</u></p> <ul style="list-style-type: none"> <li>Learned lessons regarding balance of stakeholder wants, owner needs, and project financing</li> </ul>	<p>AMT is providing design services for the widening of Eisenhower Avenue from a variable lane facility to a six lane divided facility with wide raised median and Gateway Project features such as extensive landscaping, open public spaces, wide sidewalks with integral bicycle paths, continuous planter boxes, and decorative street lighting. The project includes a wide outside lane on each side of the roadway that will serve as off-peak parking as well as a through travel lane and bus lane during peak volume hours. The project includes extensive right-of-way constraints including existing Metro bridge piers, existing high-elevation buildings, and concurrent development along the corridor. The extensive traffic engineering study encompassed multi-modal transportation such as pedestrian, bicycle, bus, and metro-rail, as well as the overwhelming amount of vehicular traffic entering the corridor from the two new Beltway ramps entering Eisenhower Avenue.</p> <p><b>Lessons Learned:</b> AMT designers have quickly learned to adapt to ever changing design parameters through their work on the Eisenhower project. <b>AMT designers and the project manager have honed their people skills as they have been required to facilitate meetings where compromises are brokered between competing interests.</b> The project has created multiple challenges posed by a heavily developed urban setting, including specific problems associated with uncertain as-builts for existing utilities, evolving traffic projections, and the interaction with multi-modal transportation types such as pedestrian, bicycle, and public transit.</p>	<p><b>OWNER:</b> VDOT 2901 Eisenhower Ave. Alexandria, Virginia 22314 Lisa Jaatinen Project Manager</p> <p>703.746.4053</p>	2012	2012	\$1,400 (fee)	\$1,400 (fee)	\$1,400 (fee)
							

Work by Lead Contractor – Three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative Describing Nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
<p>(2) <b>US Route 460 Phase I Design-Build</b></p> <p>Buchanan County, Virginia</p> <p><u>Scope and Complexity Similarities</u></p> <ul style="list-style-type: none"> <li>Close coordination between roadway and bridge designers required</li> <li>Design-build delivery method</li> <li>Significant size project - \$90 million</li> <li>VDOT project</li> </ul> <p><u>Evidence of Good Performance</u></p> <ul style="list-style-type: none"> <li>AMT received letter of recognition from VDOT PM for work on roadway design</li> </ul> <p><u>Lessons Learned</u></p> <ul style="list-style-type: none"> <li>Learned lessons regarding multi-discipline design coordination working closely with structural engineering team on a daily basis</li> </ul>	<p>AMT provided highway design of a four lane Rural Principal Arterial on new alignment with connections to local routes and local roadway improvements. The design-build project includes three bridges: twin 1,733 foot long cast-in-place hollow box concrete structures crossing Grassy Creek and Route 610 at a maximum height of 267 feet, and a 300 foot long bulb-T girder bridge crossing Hunts Creek. The roadway is cut into steep terrain with benched sideslopes engineered to minimize earthwork and disturbance to the environment. Due to the nature of the project, approximately 2.6 million cubic yards of excavated material is planned to be placed in an engineered waste area on the project site. Stormwater management facilities and erosion control features are being designed in order to minimize impacts to sensitive local streams and to control increases in stormwater runoff as a result of the large footprint of the project. AMT is providing roadway design and coordinating closely with members of the structural engineering team throughout the project.</p> <p><b>Lessons Learned:</b></p> <p>AMT has gained valuable experience working on VDOT's largest active design-build contract. AMT quickly restructured its electronic filing system to improve internal file sharing, access, and review to facilitate extensive QC and QA reviews. AMT designers also learned to extract information from the construction team members who may not normally be fluent in design terminology. AMT also learned to work in a fast paced design environment where multiple designers were advancing concepts concurrently, requiring regular communication and cross-discipline reviews.</p>	<p><b>OWNER:</b> VDOT 870 Bonham Road Bristol, Virginia 24201 Amanda Cox, PMP Project Manager  276.669.6151</p> <p><b>CLIENT and CONTRACTOR:</b> Bizzack Construction, LLC 2257 Executive Drive Lexington, Kentucky 40505 Stewart Gaither, PE  859.299.8001</p>	2014	2014	\$1,200 (fee)	\$1,200 (fee)	\$1,200 (fee)

Work by Lead Contractor – Three (3) projects which best illustrates current qualifications relevant to this Project.							
a. Project Name & Location	b. Narrative Describing Nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible
<p><b>(3) MD 4/Suitland Parkway Interchange Project</b></p> <p>Prince George's County, Maryland</p> <p><u>Scope and Complexity Similarities</u></p> <ul style="list-style-type: none"> <li>Major urban interchange design</li> <li>Interchange concept studies completed</li> <li>Extensive MOT and traffic engineering</li> <li>MD SHA project (state DOT)</li> </ul> <p><u>Evidence of Good Performance</u></p> <ul style="list-style-type: none"> <li>AMT, at the request of SHA, presented our approach to the development of the TMP at the annual MDOT Quality Initiative Conference. The TMP for the MD4 project is the largest, most complex plan prepared for a SHA project to date.</li> </ul> <p><u>Lessons Learned</u></p> <ul style="list-style-type: none"> <li>Lessons include stakeholder coordination – regulatory agencies, AAFB, and MOT plans</li> </ul>	<p>AMT provided interchange design and traffic analysis for the MD 4 corridor and Suitland Parkway Interchange. The scope of services included a Value Engineering study of interchange design developed during the planning process, evaluation of initial traffic volumes including modification for change in forecast year, analysis of the Suitland Parkway Interchange under several different scenarios, including roundabout diamond interchange, flyover ramp and single point urban interchange. AMT developed concept plans for two interchange designs, which included horizontal and vertical alignments, limits of disturbance, proposed right of way, braided ramps, roadway widening and access for industrial district. Additional services included capacity analysis, access studies, roadway geometrics, ROW determination, MOT planning, and project cost estimation.</p> <p><b>Lessons Learned:</b> AMT has gained valuable experience providing roadway planning, design, traffic analysis and value engineering services to ultimately produce final advertised bid documents for this complex Interchange project. <b>Construction phasing required extensive analysis of MOT alternatives.</b> Each alternative required a Synchro analysis of the entire corridor. Temporary detours were determined after extensive coordination with the County and AAFB. <b>Impacts to rare vegetation required a shift in the entire interchange design.</b> The design was further constrained by AAFB air clearance requirements; NPS roadway and aesthetic design requirements; drainage challenges given depression of MD 4 under Suitland Parkway; timing of developer's construction funding for Westphalia Interchange; and maintaining fire/rescue and transit routes during construction.</p>	<p><b>OWNER:</b> Maryland State Highway Administration 707 North Calvert Street Baltimore, Maryland 21202 Teri Soos Project Manager</p> <p>410-545-8845</p>	2014	2014	\$3,200 (Fee)	\$3,200 (Fee)	\$3,200 (Fee)
							
							

# **Appendix D**

## Appendix D – SCC Registration

3.2.8.1 SCC Registration for Each Business			
Registered Name	Registration No.	Type of Corporation	Status
Howard Brothers Contractor, Inc <i>Lead Contractor</i>	03067170	Stock Corporation	Active / Good Standing
A. Morton Thomas and Associates, Inc. <i>Lead Designer / Construction QA</i>	F049431-2	Stock Corporation	Active / Good Standing
Traffic Signals Plus, PLLC <i>Traffic Engineering, Lighting</i>	S299757-7	Limited Liability Company	Active / Good Standing
Diversified Property Services, Inc. <i>Right-of-Way Acquisition</i>	F130410-6	Stock Corporation	Active / Good Standing
Pulsar Advertising, Inc. <i>Public Involvement</i>	F160855-5	Stock Corporation	Active/ Good Standing
Froehling & Robertson, Inc. <i>QC Testing Services</i>	0027211-2	Stock Corporation	Active/ Good Standing
DMY, Inc. <i>Geotechnical Engineering</i>	0724389-2	Stock Corporation	Active/ Good Standing



Commonwealth of Virginia  
**State Corporation Commission**

S  
Cor

Virg

CISM0180

CORPORATE DATA INQUIRY

01/24/12

17:28:40

CORP ID: 0306717 - 0 STATUS: 00 ACTIVE STATUS DATE: 07/17/87

CORP NAME: HOWARD BROTHERS CONTRACTOR, INC.

DATE OF CERTIFICATE: 07/17/1987 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK  
 MERGER IND: CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: M BRUCE STOKES

STREET: M BRUCE STOKES PC AR RTN MAIL:  
 8401 PATTERSON AVE #106

CITY: RICHMOND STATE : VA ZIP: 23229

R/A STATUS: 4 ATTORNEY EFF. DATE: 03/03/11 LOC : 143

ACCEPTED AR#: 211 11 0449 DATE: 06/06/11 HENRICO COUNTY

CURRENT AR#: 211 11 0449 DATE: 06/06/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
11	100.00					5,000

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
**State Corporation Commission**



CISM0180

CORPORATE DATA INQUIRY

01/24/12

17:32:21

CORP ID: F049431 - 2 STATUS: 00 ACTIVE STATUS DATE: 12/15/09

CORP NAME: THOMAS & ASSOCIATES, INC., A. MORTON

DATE OF CERTIFICATE: 11/26/1997 PERIOD OF DURATION: INDUSTRY CODE: 00

STATE OF INCORPORATION: MD MARYLAND STOCK INDICATOR: S STOCK

MERGER IND: CONVERSION/DOMESTICATION IND:

GOOD STANDING IND: Y MONITOR INDICATOR:

CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:

R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX RD STE 301

AR RTN MAIL:

CITY: GLEN ALLEN

STATE : VA ZIP: 23060 6802

R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 01/05/04 LOC : 143

ACCEPTED AR#: 211 18 3703 DATE: 10/27/11 HENRICO COUNTY

CURRENT AR#: 211 18 3703 DATE: 10/27/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
11	400.00					52,000

(Screen Id: Corp\_Data\_Inquiry)

S  
Cor



# Commonwealth of Virginia State Corporation Commission

Virg

01/24/12

LLCM3220

LLC DATA INQUIRY

17:36:43

LLC ID: S299757 - 7 STATUS: 00 ACTIVE STATUS DATE: 08/03/09  
LLC NAME: Traffic Signals Plus, PLLC

DATE OF FILING: 08/03/2009 PERIOD OF DURATION: INDUSTRY CODE: 70  
STATE OF FILING: VA VIRGINIA MERGER INDICATOR:

CONVERSION/DOMESTICATION INDICATOR:

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

STREET: 621 FRENCHS STORE RD

CITY: CUMBERLAND STATE: VA ZIP: 23040-0000

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

R/A NAME: VIRGINIA PROFESSIONAL SERVICES LLC

STREET: 3850 Gaskins Rd., Suite 120

RTN MAIL:

CITY: Richmond STATE: VA ZIP: 23233-0000

R/A STATUS: 5 ENTITY AUTHORIZ EFF DATE: 05/04/11 LOC: 143 HENRICO COUNTY

YEAR	FEES	PENALTY	INTEREST	BALANCE
11	50.00			

(Screen Id:LLC\_Data\_Inquiry)

[SCC Home](#) |  
[Contact SCC](#) |  
[Site Map](#) |  
[Search](#)



Virginia.gov

CISM0180

CORPORATE DATA INQUIRY

01/24/12

17:37:42

CORP ID: F130410 - 6 STATUS: 00 ACTIVE STATUS DATE: 07/01/09

CORP NAME: **DIVERSIFIED PROPERTY SERVICES OF VIRGINIA, INC. (UNREGISTERED IN VA BY: DIVERSIFIED PROPERTY SERVICES, INC.)**

DATE OF CERTIFICATE: 08/05/1997 PERIOD OF DURATION: INDUSTRY CODE: 00

STATE OF INCORPORATION: MD MARYLAND 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: BRENDAN R HANTZES

STREET: 3771 VERMACCHIA DR

AR RTN MAIL:

CITY: CHANTILLY STATE : VA ZIP: 20151

R/A STATUS: 2 OFFICER EFF. DATE: 08/09/02 LOC : 129

ACCEPTED AR#: 211 14 4054 DATE: 08/08/11 FAIRFAX COUNTY

CURRENT AR#: 211 14 4054 DATE: 08/08/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
11	100.00					5,000

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission

Virg

CISM0180

CORPORATE DATA INQUIRY

01/24/12

17:38:21

CORP ID: F160855 - 5 STATUS: 00 ACTIVE STATUS DATE: 11/22/04  
 CORP NAME: PULSAR ADVERTISING, INC.

DATE OF CERTIFICATE: 11/22/2004 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: NY NEW YORK 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: CT CORPORATION SYSTEM

STREET: 4701 COX RD STE 301

AR RTN MAIL:

CITY: GLEN ALLEN

STATE : VA ZIP: 23060 6802

R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 11/22/04 LOC : 143

ACCEPTED AR#: 211 19 6959 DATE: 11/29/11 HENRICO COUNTY

CURRENT AR#: 211 19 6959 DATE: 11/29/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
11	100.00					200

(Screen Id:/Corp\_Data\_Inquiry)

[SCC Home](#) |  
[Contact SCC](#) |  
[Site Map](#) |  
[Search](#)



Virginia.gov

01/24/12

CISM0180

CORPORATE DATA INQUIRY

17:40:01

CORP ID: 0027211 - 2 STATUS: 00 ACTIVE STATUS DATE: 11/13/09

CORP NAME: FROEHLING & ROBERTSON, INCORPORATED

DATE OF CERTIFICATE: 10/11/1924 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: 2480.00 MON NO: MON STATUS: MONITOR DTE:

R/A NAME: WILLIAM H HOOFNAGLE III

STREET: 1900 ONE JAMES CENTER AR RTN MAIL:  
901 E CARY ST

CITY: RICHMOND STATE : VA ZIP: 23219

R/A STATUS: 4 ATTORNEY EFF. DATE: 09/21/11 LOC : 216

ACCEPTED AR#: 211 16 6326 DATE: 09/23/11 RICHMOND CITY

CURRENT AR#: 211 16 6326 DATE: 09/23/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
11	1,700.00					1,100,000

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission

Virg

CISM0180

CORPORATE DATA INQUIRY

01/24/12

17:41:06

CORP ID: 0724389 - 2 STATUS: 00 ACTIVE STATUS DATE: 06/14/10  
 CORP NAME: DMY Inc.

DATE OF CERTIFICATE: 06/14/2010 PERIOD OF DURATION: INDUSTRY CODE: 70  
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK  
 MERGER IND: CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: JOHN Z DING

STREET: 14241 MIDLOTHIAN TPKE, SUITE 230 AR RTN MAIL:

CITY: MIDLOTHIAN STATE : VA ZIP: 23113  
 R/A STATUS: 1 DIRECTOR EFF. DATE: 10/18/11 LOC : 120  
 ACCEPTED AR#: 211 51 1321 DATE: 05/31/11 CHESTERFIELD CO  
 CURRENT AR#: 211 51 1321 DATE: 05/31/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
11	100.00					100

(Screen Id:/Corp\_Data\_Inquiry)

## Appendix D – DPOR Registration for Offices

3.2.8.2 DPOR Registration for Offices				
Business Name	Address	Registration Type	Registration Number	Expiration Date
Howard Brothers Contractor, Inc <i>Lead Contractor</i>	PO Box 96 Providence Forge, VA 23140	Class A Contractor	2701039212	09/30/2013
A. Morton Thomas and Associates, Inc. <i>Home Office Registration</i>	12750 Twinbrook Pkwy Rockville, MD 20852	ENG LA	0407 003077	12/31/2013
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	135 Highland Drive, PO Box 3008 Lebanon, VA 24266	ENG	0411 000588	02/29/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	10710 Midlothian Turnpike, Suite 202 Richmond, VA 23235	ENG LA	0411 000587	02/29/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	14900 Conference Center Dr., Suite 180 Chantilly, VA 20151	ENG LA	0411 000586	02/29/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	113 Mill Place Parkway Verona, VA 24482	ENG	0411 000589	02/28/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	1530 Breezeport Way, Bldg 4, Suite 300 Suffolk, VA 23435	ENG LA	0411 000693	02/29/2012
A. Morton Thomas and Associates, Inc. <i>Branch Office Registration</i>	One Jadip Lane, Suite 111 Fredericksburg, VA 22405	ENG LS	0411 000758	02/29/2012
Traffic Signals Plus, PLLC <i>Home Office Registration</i>	621 French's Store Rd. Cumberland, VA 23040	ENG	0413 000317	12/31/2013
Froehling & Robertson, Inc. <i>Home Office Registration</i>	3015 Dumbarton Road Richmond, VA 23228	ENG	0407 000098	12/31/2013
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	22923 Quicksilver Dr, Suite 111 Sterling, VA 20166	ENG	0411 000051	02/29/2012
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	1734 Seibel Drive N.E. Roanoke, VA 24012	ENG	0411 000053	02/29/2012
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	10909 Houser Drive Fredericksburg VA 22408	ENG	0411 000050	02/29/2012
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	W Greenbrier Commerce Park 833 Professional Place Chesapeake, VA 23320	ENG	0411 000049	02/29/2012
Froehling & Robertson, Inc. <i>Branch Office Registration</i>	6181 Rockfish Gap Turnpike Crozet, VA 22932	ENG	0411 000052	02/29/2012
DMY, Inc. <i>Home Office Registration</i>	14241 Midlothian Turnpike, Suite 230 Midlothian, VA 23113	ENG	0405 001794	12/31/2013



[Online Services](#) | [Commonwealth Sites](#) | [Help](#) | [Governor](#)

Search Virginia.gov

Submit Query

License Lookup

### Contractor Business License

Online License Services

Contractor Business License

News & Announcements

BUSINESS NAME: HOWARD BROTHERS CONTRACTOR INC

Licensing & Regulation (Boards)

TRADING NAME:

Compliance & Investigations

ADDRESS: PO BOX 96 PROVIDENCE FORGE, VA 23140-0000

Law & Policy

BUSINESS TYPE: CORPORATION

Public Records

CLASS OF LICENSE: A  
[Click here for Class of License Definitions](#)

Services for

CLASSIFICATIONS/SPECIALTIES: HIGHWAY / HEAVY  
[Click here for Classification Definitions](#)  
[Click here for Specialty Definitions](#)

Licensees/Regulants

Services for Consumers

REGISTRATION NO: 2701039212

Services for Board

INITIAL CERTIFICATION DATE: SEPTEMBER 27, 1991

Members/Employees

EXPIRATION DATE: SEPTEMBER 30, 2013

Fair Housing Office

#### Open Complaints: None

About DPOR

"Open Complaints" reflect only those complaints for which a departmental investigation has determined that sufficient evidence exists to establish probable cause of a violation of the law or regulations. Only those cases that have proceeded through an investigation to the adjudication stage are displayed.

**State law prohibits the disclosure of any information about open complaints**[\[Code of Virginia Section 54.1-108\]](#). Members of the public may review official records and obtain copies only after a complaint investigation is closed.

#### Closed Complaints: None

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2011

9960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: 1 (804) 367-8500

NUMBER  
0407003077

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

PROFESSIONS: LA, ENG, LS

A MORTON THOMAS AND ASSOCIATES INC  
12750 TWINBROOK PARKWAY  
ROCKVILLE, MD 20852



*James W. Diebert*  
JAMES W. DIEBERT, 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

BOARD FOR APELSCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407003077 EXPIRES: 12-31-2011  
PROFESSIONS: LA, ENG, LS  
A MORTON THOMAS AND ASSOCIATES INC  
12750 TWINBROOK PARKWAY  
ROCKVILLE, MD 20852



(DETACH HERE)

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

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

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

**EXPIRES ON  
02-29-2012**

**NUMBER  
0411000588**

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

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

**PROFESSIONS: ENG**

**A MORTON THOMAS AND ASSOCIATES INC  
135 HIGHLAND DRIVE  
LEBANON, VA 24266**



*James W. DeBorja*  
Director

ALTERNATION 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**

**BOARD FOR APELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000588 EXPIRES: 02-29-2012  
PROFESSIONS: ENG**



**A MORTON THOMAS AND ASSOCIATES INC  
135 HIGHLAND DRIVE  
LEBANON, VA 24266**

(DETACH HERE)

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

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2012

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

NUMBER  
0411000587

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

PROFESSIONS: ENG, LA

A MORTON THOMAS AND ASSOCIATES INC  
10710 MIDLOTHIAN TNPK STE 202  
RICHMOND, VA 23235



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

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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APPLICANTS  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000587 EXPIRES: 02-29-2012  
PROFESSIONS: ENG, LA

A MORTON THOMAS AND ASSOCIATES INC  
10710 MIDLOTHIAN TNPK STE 202  
RICHMOND, VA 23235



fold

(DETACH HERE)

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

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.

(8/08)

**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION**

**COMMONWEALTH OF VIRGINIA**

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

EXPIRES ON  
02-29-2012

NUMBER  
0411000586

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

PROFESSIONS: LA, LS, ENG

A MORTON THOMAS AND ASSOCIATES INC  
14900 CONFERENCE CENTER DR STE 180  
CHANTILLY, VA 20151



*James W. DeBorja*  
100 W. Exchange  
Executive

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**

BOARD FOR APELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000586 EXPIRES: 02-29-2012  
PROFESSIONS: LA, LS, ENG



A MORTON THOMAS AND ASSOCIATES INC  
14900 CONFERENCE CENTER DR STE 180  
CHANTILLY, VA 20151

(DETACH HERE)

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

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

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

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

EXPIRES ON  
02-29-2012

NUMBER  
0411000589

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

PROFESSIONS: ENG

A MORTON THOMAS AND ASSOCIATES INC  
113 MILL PLACE PKWY  
UNIT 107  
VERONA, VA 24482



*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)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON

02-29-2012

9960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: 1 (804) 367-8500

NUMBER

0411000693

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

PROFESSIONS: LS, ENG, LA

A MORTON THOMAS AND ASSOCIATES INC  
1530 BREEZEPORT WAY, BUILDING 4  
SUITE 300  
SUFFOLK, VA 23435



*Jay W. DeBoer*  
Jay W. DeBoer Director

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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APESCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000693 EXPIRES: 02-29-2012  
PROFESSIONS: LS, ENG, LA  
A MORTON THOMAS AND ASSOCIATES INC  
1530 BREEZEPORT WAY, BUILDING 4  
SUITE 300  
SUFFOLK, VA 23435



(DETACH HERE)

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

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

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

EXPIRES ON

02-29-2012

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

NUMBER

0411000758

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

PROFESSIONS: ENG, LS

A MORTON THOMAS AND ASSOCIATES INC  
ONE JADIP LANE  
SUITE 111  
FREDERICKSBURG, VA 22405



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

REGISTRATION 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)

(DETACH HERE)

COMMONWEALTH OF VIRGINIA

BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS  
AND LANDSCAPE ARCHITECTS  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000758 EXPIRES: 02-29-2012  
PROFESSIONS: ENG, LS  
A MORTON THOMAS AND ASSOCIATES INC  
ONE JADIP LANE  
SUITE 111  
FREDERICKSBURG, VA 22405



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

(DETACH HERE)

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

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

**EXPIRES ON**  
12-31-2013

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

**NUMBER**  
0413000317

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

**PROFESSIONS: ENG**

**TRAFFIC SIGNALS PLUS PLLC  
621 FRENCH'S STORE RD  
CUMBERLAND, VA 23040**



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

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

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

(POCKET CARD)

**COMMONWEALTH OF VIRGINIA**

**BOARD FOR AP/ELSC/DLA  
PROFESSIONAL LIMITED LIABILITY COMPANY  
NUMBER: 0413000317 EXPIRES: 12-31-2013  
PROFESSIONS: ENG  
TRAFFIC SIGNALS PLUS PLLC  
621 FRENCH'S STORE RD  
CUMBERLAND, VA 23040**



(DETACH HERE)

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

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2013

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

NUMBER  
0407000098

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

PROFESSIONS: ENG

FROEHLING & ROBERTSON, INC  
3015 DUMBARTON ROAD  
RICHMOND, VA 23228



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

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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APESCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407000098 EXPIRES: 12-31-2013  
PROFESSIONS: ENG  
FROEHLING & ROBERTSON, INC  
3015 DUMBARTON ROAD  
RICHMOND, VA 23228



(FOLD)

(DETACH HERE)

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

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON

02-29-2012

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



*James W. DeBorja*  
Dir. W. Lindsey 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

BOARD FOR APPELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000051 EXPIRES: 02-29-2012  
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

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2012

9960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: 1 (804) 367-8500

NUMBER  
0411000053

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

PROFESSIONS: ENG

FROEHLING ROBERTSON INC  
1734 SEIBEL DR N E  
ROANOKE, VA 24012



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)

(FRONT CAPS)

COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000053 EXPIRES: 02-29-2012  
PROFESSIONS: ENG  
FROEHLING ROBERTSON INC  
1734 SEIBEL DR N E  
ROANOKE, VA 24012



PLATE

(SEE BACK HERE)

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

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 (A/D6) 707109 B-1

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2012

8860 Mayland Dr., Suite 400, Richmond, VA 23239  
Telephone: (804) 867-8500

NUMBER  
0411000050

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

PROFESSIONS: ENG

FROEHLING & ROBERTSON, INC  
10909 HOUSER DR  
FREDERICKSBURG, VA 22408



*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)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON

02-29-2012

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

NUMBER

0411000049

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

PROFESSIONS: ENG

FROEHLING & ROBERTSON, INC  
W GREENBRIER COMMERCE PARK  
833 PROFESSIONAL PLACE  
CHESAPEAKE, VA 23320



*Jay W. DeBoer*  
Jay W. DeBoer Director

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

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-29-2012

9990 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8600

NUMBER  
0411000052

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

PROFESSIONS: ENG

FROEHLING & ROBERTSON, INC  
6181 ROCKFISH GAP TURNPIKE  
CROZET, VA 22932



*Jerry W. DeBorja*  
Director

ALTERNATION 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

BOARD FOR APPLSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000052 EXPIRES: 02-29-2012  
PROFESSIONS: ENG  
FROEHLING & ROBERTSON, INC  
6181 ROCKFISH GAP TURNPIKE  
CROZET, VA 22932



POST

(DETACH HERE)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
9990 Mayland Dr., Suite 400, Richmond, VA 23233

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2013

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

NUMBER  
0405001794

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

PROFESSIONS: ENG

DMY INC  
14241 MIDLOTHIAN TNPK  
SUITE 230  
MIDLOTHIAN, VA 23113



*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)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
04-30-2012

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

NUMBER  
0402044684

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

JOHN Z DING  
13454 RIDGEMOOR LN.  
MIDLOTHIAN, VA 23114



*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)

## Appendix D – DPOR Registration for Key Personnel

---

3.2.8.3 DPOR Registration for Key Personnel					
Registered Name	Address	Reg. Type	Registration Number	Expiration Date	Practicing Office
David Covington, PE <i>Design Manager</i>	113 Mill Place Pkwy, Unit 107 Verona, VA 24482	PE	0402 038235	06/30/2013	Verona, VA
Darin Simpson, PE <i>Quality Assurance Manager</i>	5518 Hill Top Street Crozet, VA 22932	PE	0402 042310	05/31/2012	Verona, VA

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

**EXPIRES ON  
06-30-2013**

**NUMBER  
0402038235**

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

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

**DAVID WALTER COVINGTON  
A.MORTON THOMAS & ASSOCIATES, INC  
113 MILL PLACE PARKWAY  
UNIT 107  
VERONA, VA 24482**



*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)**

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
05-31-2012

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

NUMBER  
0402042310

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

EMMETT DARIN SIMPSON  
5518 HILL TOP STREET  
CROZET, VA 22932



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

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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR ARCHITECTS,  
PROFESSIONAL ENGINEER LICENSE  
NUMBER: 0402042310 EXPIRES: 05-31-2012

EMMETT DARIN SIMPSON  
5518 HILL TOP STREET  
CROZET, VA 22932



PROF

(DETACH HERE)

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

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.

## Appendix D – DPOR Registration for Other Professional Services

---

3.2.8.4 DPOR Registration for Other Professional Services				
Registered Name	Address	Registration Number	Expiration Date	Practicing Office
Diversified Property Services of VA, Inc <i>Real Estate Appraiser Business</i>	20 E. Timonium Road, Suite 111 Timonium, MD 21093	4008 001190	11/30/2012	Timonium, MD

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON

11-30-2012

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

NUMBER

4008 001190

REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION

DIVERSIFIED PROPERTY SERVICES OF VIRGINIA INC  
20 E TIMONIUM ROAD SUITE 111  
TIMONIUM MD 21093 0000



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

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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION

NUMBER: 4008 001190 EXPIRES: 11-30-2012

DIVERSIFIED PROPERTY SERVICES OF VIRGINIA INC

20 E TIMONIUM ROAD SUITE 111

TIMONIUM MD 21093 0000



(DETACH HERE)

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

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.

(8/08)

# **Appendix E**

**ATTACHMENT NO. 3.2.5(a)**

**CERTIFICATION REGARDING DEBARMENT  
PRIMARY COVERED TRANSACTIONS**

Project No.: 0064-054-703, P101, R201 & C501

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

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

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

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

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

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

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

 Feb 2 2012   
Signature Date Title

Howard Brothers Contractor, Inc.

Name of Firm

**ATTACHMENT NO. 3.2.5(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-054-703, P101, R201 & C501

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

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

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

  
\_\_\_\_\_  
Signature

2/1/12  
\_\_\_\_\_  
Date

SENIOR ASSOCIATE  
\_\_\_\_\_  
Title

**A. Morton Thomas and Associates, Inc.**

\_\_\_\_\_  
Name of Firm

**ATTACHMENT NO. 3.2.5(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-054-703, P101, R201 & C501

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

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

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

	01/06/12	Managing Member
Signature	Date	Title

Traffic Signals Plus, PLLC  
Name of Firm

**ATTACHMENT NO. 3.2.5(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-054-703, P101, R201 & C501

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

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

 1/23/2012      President  
Signature                      Date                      Title

Diversified Property Services, Inc.  
Name of Firm

**ATTACHMENT NO. 3.2.5(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-054-703, P101, R201 & C501

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

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



Signature

1/20/12

Date

Principal/Regional Director  
Title

Pulsar Advertising, Inc.

---

Name of Firm

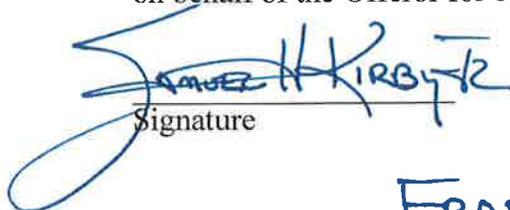
**ATTACHMENT NO. 3.2.5(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-054-703, P101, R201 & C501

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

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

 _____ Signature	1/10/2012 _____ Date	PRESIDENT _____ Title
FROEHLING & ROBERTSON, INC. _____ Name of Firm		

**ATTACHMENT NO. 3.2.5(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-054-703, P101, R201 & C501

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

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

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

	01/09/2012	President
Signature	Date	Title

DMY Inc.

Name of Firm