



# Submittal of Qualifications

A DESIGN/BUILD PROJECT

## Fall Hill Avenue Widening and Mary Washington Boulevard Extension

City of Fredericksburg, Virginia



State Project No.: U000-111-233,  
P101, R201, C501, B609, UPC 88699

Federal Project No.: STP-5A01()

Contract ID No.: C00088699DB59

Date: May 2, 2013



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

RFQ NO. C00088699DB59  
 PROJECT NO.: U000-111-233, P101, R201, C501, B609

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

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

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

1. Cover letter of RFQ 02/26/13  
(Date)
2. Cover letter of RFQ Addendum #1 04/08/13  
(Date)
3. Cover letter of \_\_\_\_\_  
(Date)

  
 \_\_\_\_\_  
 SIGNATURE

05/02/13  
 \_\_\_\_\_  
 DATE

Aaron T. Myers, Vice President/GM  
 \_\_\_\_\_  
 PRINTED NAME AND TITLE



## ATTACHMENT 3.1.2

**Project: U000-111-233, P101, R201, C501, B609**

### **STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

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

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15-page limit?</b>	<b>SOQ Page Reference</b>
<b>Statement of Qualifications Checklist and Contents</b>	Attachment 3.1.2	Section 3.1.2	no	Page i - iii
<b>Acknowledgement of RFQ, Revision and/or Addenda</b>	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	Tab 1 – 2.10 C78
<b>Letter of Submittal (on Offeror's letterhead)</b>				
Authorized Representative's signature	NA	Section 3.2.1	yes	Page 2
Offeror's point of contact information	NA	Section 3.2.2	yes	Page 2
Principal officer information	NA	Section 3.2.3	yes	Page 2
Offeror's Corporate Structure	NA	Section 3.2.4	yes	Page 2
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	Page 2
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	Appx 3.2.6
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	Appx 3.2.7
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	Appx 3.2.8
Evidence of obtaining bonding	NA	Section 3.2.9	no	Appx 3.2.9



**ATTACHMENT 3.1.2**

**Project: U000-111-233, P101, R201, C501, B609**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

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<b>SCC and DPOR registration documentation (Appendix)</b>	Attachment 3.2.10	Section 3.2.10	no	Appx 3.2.10
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	Appx 3.2.10
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	Appx 3.2.10
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	Appx 3.2.10
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	Appx 3.2.10
<b>DBE statement within Letter of Submittal</b> confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	Page 2
<b>Offeror's Team Structure</b>				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	Pages 3-4
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	Appx 3.3.1
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	Appx 3.3.1
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	Appx 3.3.1
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	Appx 3.3.1
Key Personnel Resume – Lead Environmental Manager	Attachment 3.3.1	Section 3.3.1.6	no	Appx 3.3.1
Key Personnel Resume – Lead Right of Way Manager	Attachment 3.3.1	Section 3.3.1.7	no	Appx 3.3.1
Organizational chart	NA	Section 3.3.2	yes	Page 5



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Organizational chart narrative	NA	Section 3.3.2	yes	Pages 5-7
<b>Experience of Offeror's Team</b>				Pages 8-10
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	Appx 3.4.1
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	Appx 3.4.1
<b>Project Risk</b>				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	Pages 11-15







301 Concourse Boulevard, Suite 300  
Glen Allen, VA 23059  
Phone: 804-290-8500 Fax: 804-418-7935  
www.americaninfrastructure.com

May 2, 2013

Bill Arel, P.E.  
Virginia Department of Transportation  
1401 East Broad Street  
Richmond, VA 23219

Letter of Submittal / Statement of Qualifications:  
Fall Hill Avenue Widening and Mary Washington Boulevard  
Extension Design-Build Project  
State Project No.: U000-111-233, P101, R201, C501, B609,  
UPC 88699  
Contract ID Number: C00088699DB59

Dear Mr. Arel:

American Infrastructure (AI) is providing Virginia Department of Transportation (VDOT) with an integrated and experienced team for the Fall Hill Avenue and Mary Washington Boulevard Design-Build (D/B) project in the City of Fredericksburg, VA (the Project). AI has completed two D/B projects in Virginia, both of which were high quality projects delivered ahead of schedule and within budget, and constructed responsibly with respect to VDOT standards, safety, and environmental compliance.

**THE AI TEAM**

**American Infrastructure** has a commitment to safety, quality, and customer satisfaction that consistently provides best value to our owners and their constituents. AI has been providing construction services in the Commonwealth since 1967. Since 2008, AI has successfully delivered two Virginia D/B projects, and is currently working on three active D/B projects for VDOT.

**Rinker Design Associates, P.C. (RDA)** is a Virginia-based firm and design-build innovator. RDA has been the lead designer for eight D/B projects and is currently serving as AI's lead designer on two VDOT D/B projects. AI and RDA are working together on the \$32.5M *Middle Ground Boulevard* and the \$20.4M *I-581/Elm Avenue Interchange Improvements D/B projects* for VDOT. Both projects are currently advancing on schedule, and with excellent safety performance.

The AI Team, comprised of AI, RDA, and key subconsultants, has an excellent reputation in the design and construction of projects of similar size, scope, and risks to the Project. Because of our strong and successful collaborative working relationships, the AI Team consistently identifies, assesses, and resolves potential project risks during the design phase of our D/B projects. After identifying and weighing each potential risk on the Project, we believe that the three risks most relevant and critical to the Project's success are *utility coordination*, *environmental resources*, and the *transportation management plan*.

AI's commitment to constructing a safe project with minimal impacts to the public is evidenced by feedback from a local resident near our Bridge Rehabilitation on Route 208 over Lake Anna project.

*"As an 11 year resident of Louisa County...(I) have been impressed by the quality and efficiency of this project...Thanks for taking the safety of area residents and your contractors ... into serious consideration during this improvement project! I commend you and your staff for an ongoing exceptional job in the Louisa/Spotsylvania Counties of our Commonwealth!"* - Bernadette M. Nolan in an email to VDOT regarding the *Bridge Rehabilitation on Route 208 over Lake Anna* project, which AI completed in December 2012.

**A PROVEN SAFETY RECORD** American Infrastructure's company-wide safety initiative, known as "Home Safe Tonight", has the well-being and safety of our people as its primary consideration. It also serves to enhance public perception of a project and maintain the construction schedule. Home Safe Tonight is based on the premise that safe work operations must be planned into every phase of the construction process.



Since implementation of Home Safe Tonight in 2007, AI has reduced its recordable incident rate from 6.26 to 1.47. AI has extensive safe-work experience on roadway widening and bridge construction projects. Through our safety training and planning we are prepared to manage challenging utility coordination and maintenance of traffic on the Project. Our roadway crews and supervisors are certified through ATSSA and VDOT's Work Zone Traffic Control Training for implementation and inspection of traffic patterns. A site-specific safety plan will be developed and will include fall protection, crane safety, and utility locating. AI will assign a Safety Coordinator to the Project to ensure safety policy compliance of AI crews and subcontractors.

AI SAFETY PERFORMANCE	
Year	EMR
2012	1.47
2011	2.17
2010	2.03
2009	2.60
2008	3.10

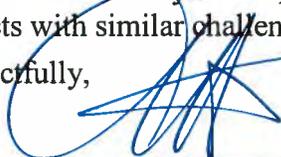
### SUBMITTAL REQUIREMENTS

The AI Team submits the information below as detailed in Section 3.2 of the Request for Qualifications:

- 3.2.1 The full legal name and address of American Infrastructure – VA, Inc. (AI-VA) is as follows:  
**American Infrastructure – VA, Inc.**, 301 Concourse Boulevard, Suite 300, Glen Allen, VA 23059
- 3.2.2 The contact information for Aaron Myers (DBPM) who is responsible for the oversight of the entire AI Team and will be the primary point of contact with VDOT is as follows:  
**Aaron Myers, VP/GM** 804.290.8500 (Telephone)  
301 Concourse Boulevard – Suite 300 804.418.7935 (Fax)  
Glen Allen, VA 2305 aaron.myers@americaninfrastructure.com
- 3.2.3 The principal officer of AI-VA with whom a D/B contract with VDOT would be written is:  
**Aaron Myers, VP/GM** 804.290.8500 (Telephone)  
301 Concourse Boulevard – Suite 300 804.418.7935 (Fax)  
Glen Allen, VA 2305 aaron.myers@americaninfrastructure.com
- 3.2.4 AI-VA is a registered Corporation in the Commonwealth of Virginia and will take financial responsibility for the Project.
- 3.2.5 American Infrastructure – VA, Inc. will be the lead contractor and Rinker Design Associates, PC will be the Lead Designer for the Project.
- 3.2.6 All affiliated and subsidiary companies are identified on Attachment 3.2.6 in **APPENDIX 3.2.6**.
- 3.2.7 Executed Certification Regarding Debarment Forms are included in **APPENDIX 3.2.7**.
- 3.2.8 AI-VA is active, in good standing and prequalified to bid on the Project. AI-VA's prequalification number is G303 and evidence of prequalification is included as in **APPENDIX 3.2.8**.
- 3.2.9 AI-VA has the capability to obtain a performance and payment bond for the \$32M estimated contract value of the Project as exhibited by the letter of surety in **APPENDIX 3.2.9**.
- 3.2.10 The summary of professional licenses, Attachment 3.2.10, as well as full size copies of individual licenses for the AI Team business entities and Key Personnel are included in **APPENDIX 3.2.10**.
- 3.2.11 AI is committed to achieving the 15% DBE participation goal for the Project. AI consistently meets DBE goals and has met the goal on both of our completed D/B projects in Virginia.

The AI Team is prepared to successfully deliver the Fall Hill Avenue Widening and Mary Washington Boulevard Extension Design-Build project to VDOT and the City of Fredericksburg. AI and RDA have established team dynamics, experienced key personnel, and lessons learned from recent experience on projects with similar challenges. We look forward to working together on this Project.

Respectfully,



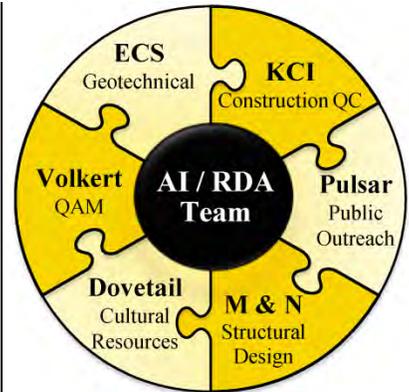
Aaron T. Myers, VP/GM  
American Infrastructure – VA, Inc.





AI and RDA are experienced in working with VDOT on D/B projects similar to the Project in scope, size, and with similar risk elements. The AI Team is strengthened by design support and key subconsultants with local experience and previous teaming experience with AI and RDA.

- *Moffatt & Nichol, Inc. (M&N)* brings local experience in Fredericksburg through their current *Route 1 Bridge Replacement Project* over the Rappahannock Canal.
- *Volkert Inc. (Volkert)* has teamed with AI on two D/B projects and holds an on-call contract with Fredericksburg district for CEI.
- *Dovetail Cultural Resource Group I, Inc. (Dovetail)* has direct experience with impacted Fredericksburg homeowners and has staff on the Board of Directors of the Historic Fredericksburg Foundation.
- *ECS Mid-Atlantic, LLC (ECS)* has a local office adjacent to RDA's Fredericksburg office, which is two miles from the Project.
- *Pulsar Advertising (Pulsar)* has worked with AI on three recent D/B projects and has a working relationship with VDOT Fredericksburg public affairs office.
- *KCI Technologies, Inc. (KCI)* has teamed with AI and RDA on several recent VDOT pursuits.



**Figure 3.3.1. AI / RDA Team**  
*Supported by six key firms with expertise, local experience, and previous teaming.*

### 3.3.1 KEY PERSONNEL

The AI Team's key personnel are experienced in their respective project roles and at managing project risks including *utility coordination*, *environmental resources*, and the *transportation management plan*.

**3.3.1.1 Design-Build Project Manager (DBPM):** AI has identified *Aaron Myers* as DBPM for the Project and the primary point of contact for VDOT. He will be responsible for the overall project design, construction quality management and contract administration. Currently the VP/GM for AI-VA, Mr. Myers has 12 years of D/B experience. He has managed and provided oversight for construction of six D/B projects, including the *Route 60 and German School Road project*, the *Richmond Airport Connector Road* and *Middle Ground Boulevard Extension D/B projects*. His focus on customer satisfaction and prompt issue resolution will help create a level of transparency and trust between the D/B team and project stakeholders.

**3.3.1.2 Quality Assurance Manager (QAM):** The AI Team has selected *Gale Dickerson, P.E.* as the QAM for the Project. Through her 25 years of experience, Ms. Dickerson has a working knowledge and understanding of quality assurance inspection and testing. She will also be monitoring construction quality control programs. Ms. Dickerson has experience with the AI team as the QAM on the *Middle Ground Boulevard Extension D/B project* and the *Route 29 Approaches and Bridge over the Tye River D/B project* for VDOT. In addition, she brings a local understanding of the Project's challenges having worked with VDOT's Fredericksburg district prior to her employment with Volkert.

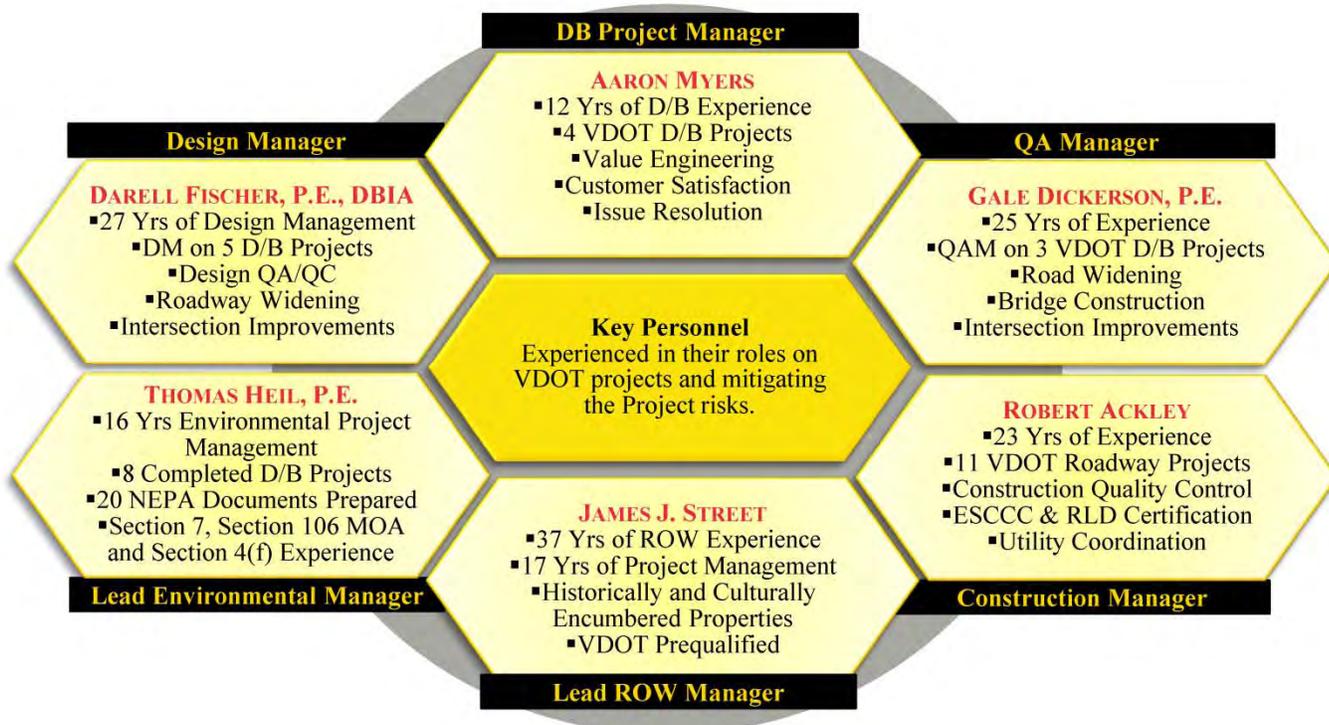
**3.3.1.3 Design Manager (DM):** RDA has selected *Darell Fischer, P.E., DBIA* to serve as DM for the Project. Mr. Fischer has 27 years of transportation design experience and has worked as the DM on five D/B projects in Virginia. His experience includes three similar D/B projects for VDOT that include road widening, complex TMP, and utility relocations: *Route 36 Improvements*, *Middle Ground Boulevard Extension*, and *I-581/Elm Avenue Interchange Improvements D/B projects*. Additionally, Mr. Fischer provided QA/QC reviews for the *Route 15 (James Madison Highway) PPTA project* mainline design and roadway and drainage design for the connections. This project utilized avoidance strategies for power transmission lines and dealt with sensitive property issues. Finally, Mr. Fischer provided TMP design for the *VDOT Stringfellow Road project* in NoVA, which dealt with an existing roadway that criss-crossed the proposed alignment numerous times and had to avoid high tension power and fuel transmission lines.

**3.3.1.4 Construction Manager (CM):** The AI Team's CM, *Robert Ackley*, has 23 years of experience and has completed 11 transportation projects for VDOT. Mr. Ackley's expertise includes managing projects

with extensive utility coordination and complex maintenance of traffic. Mr. Ackley recently completed the *VDOT Route 60 and German School Road project*, where he managed coordination with multiple utility providers and value-engineered solutions to all conflicts that were encountered. Mr. Ackley safely managed high volumes of traffic and constructability challenges on both the *Route 60 and German School Road* and *Watkins Center Parkway at West Chester Commons projects*. Having spent six years of his career with VDOT, Mr. Ackley has a strong understanding of the Department’s goals and processes, and earned 95% or above on all VDOT CPE’s on the *Route 60 and German School Road project*.

**3.3.1.5 Lead Environmental Manager (LEM):** AI Environmental Manager, *Thomas Heil, P.E.*, will serve as the lead environmental scientist/engineer for the Project. Mr. Heil’s position as Environmental Manager for AI will ensure continuity through design and construction of the Project. He has over 26 years of engineering experience and 16 years of environmental project management leading and supporting the preparation of various NEPA documents, Section 4(f) documents, and Section 106 MOA commitments. His experience includes obtaining and ensuring compliance with wetlands and water quality permit efforts, final environmental assessments, and FHWA FONSI documents. Mr. Heil has the environmental background and D/B experience to make certain the commitments on the Project are fulfilled. His experience as D/B Environmental Manager includes the *I-81 Truck Climbing Lanes* and currently the *Route 460 Corridor Improvements D/B projects* for VDOT.

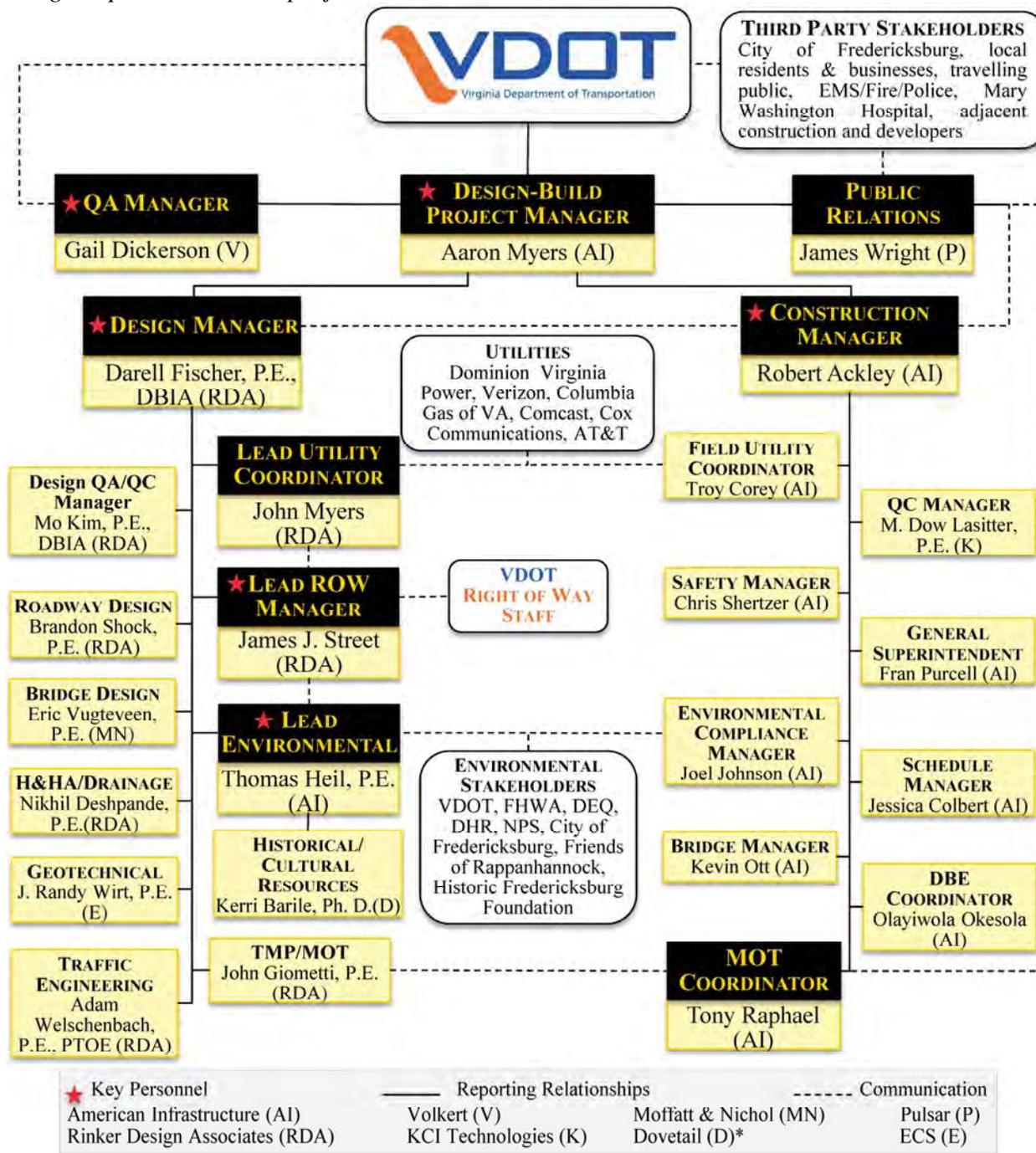
**3.3.1.6 Right of Way Manager (ROWM):** *James J. Street* will serve as the ROWM for the AI Team. Mr. Street has 37 years of right-of-way experience, with 17 years in project management. As Senior ROW Agent for VDOT’s Northern Region that includes VDOT’s Fredericksburg District, Mr. Street managed acquisition of historically and culturally encumbered properties on several projects, including the *VDOT Route 218 and Route 604 projects*. Since joining RDA in 2012, he has managed right-of-way acquisition the *VDOT Route 340 project* and worked with AI on the *Middle Ground Boulevard Extension D/B project*.



**Figure 3.3.2: AI Team Key Personnel.** *The AI Team Key Personnel will minimize the project risks through personal experience and team accountability.*

### 3.3.2 ORGANIZATIONAL CHART

The AI Team organizational chart shows the chain of command and identifies major functions to be performed for design and construction of the Project. This organizational structure is similar to the successful model used by AI and RDA on VDOT's Middle Ground Boulevard Extension and I-581/Elm Ave Interchange Improvements D/B projects.



### FUNCTIONAL RELATIONSHIPS AND COMMUNICATION

**VDOT** – The Department will coordinate directly with our DBPM as the primary contact for all aspects of design and construction oversight of the Project. Open lines of communication between the QAM and VDOT will assist with monitoring quality assurance oversight.

The AI Team will manage project coordination with all project stakeholders, including the City of Fredericksburg, the utility companies, and environmental stakeholders. To minimize the potential of coordination issues, the Department will be requested to participate in a formal partnering process along with the other project stakeholders. We have found this approach creates a team focused on the success of the Project over individual agendas. AI will lead the partnering effort to minimize the additional efforts needed by VDOT for coordination of the Project.

**Design-Build Project Manager** - DBPM, *Aaron Myers*, will report directly to the VDOT Project Manager and will be the primary point of contact with VDOT. To functionally manage and deliver a successful project, Mr. Myers will provide direct oversight of quality assurance, public relations, design, and construction. His key managers will oversee their teams and coordinate directly on specific elements as necessary. Additionally, Mr. Myers will maintain an action item log for potential project issues and a three-month look-ahead schedule to ensure the design, construction, and environmental compliance efforts remain on schedule and in conformance with VDOT commitments.

**Quality Assurance Manager** – QAM, *Gale Dickerson, P.E.*, will lead the independent QA team and be responsible for QA inspection and testing of all materials used and work performed on the Project. She will also monitoring the construction QC program and ensure all work and materials, testing, and sampling is performed in accordance with the contract requirements and the “approved for construction” plans and specifications. Ms. Dickerson will report directly to our DBPM, Mr. Myers, with oversight and concurrent direct reporting to the Department and will be supported by Volkerts’ QA inspectors.

**Design Manager** - DM, *Darell Fischer, P.E., DBIA* will report to Mr. Myers, DBPM, and will lead the design team to ensure the overall project design conforms to the contract documents. The AI Team has identified team leads for pertinent disciplines to provide comprehensive project management and risk mitigation expertise. The design discipline leads as well as the Lead Utility Coordinator, Lead ROW Manager, and Lead Environmental Manager will report to Mr. Fischer to ensure design critical elements are carried across all disciplines. Mr. Fischer will establish and oversee the design QA/QC program, including review of design criteria, design calculations, working plans, shop drawings, and specifications. He will also coordinate with Mr. Ackley, CM, on constructability during both design and construction phases.

**Construction Manager** - CM, *Robert Ackley*, will be responsible for managing the construction process, including QC activities and will report to Mr. Myers, DBPM. Mr. Ackley will be on the project site for the duration of the construction operations, and will coordinate with DM, Mr. Fischer, for RFI’s and design changes that may arise during construction. Public relations updates will be coordinated between Mr. Ackley and Mr. Wright (Pulsar) to keep project stakeholders informed about the construction impact.

Mr. Lasitter (KCI), construction quality control manager, will report to Mr. Ackley to ensure materials used and work performed meet contract requirements and “approved for construction” plans and specifications. Comprehensive construction management will be provided under Mr. Ackley’s leadership. AI’s General Superintendent, Schedule Manager, Safety Manager, and construction leads will all report to Mr. Ackley. Mr. Ackley is also responsible to oversee our DBE Coordinator in meeting the project goals.

**Lead ROW Manager** – ROWM, *James J. Street*, will lead our right-of-way acquisition process and will report to DM, Mr. Fischer. This reporting relationship fosters the daily interaction between Mr. Street and Mr. Fischer that will ensure all plans and right-of-way documents are correlated. Mr. Street will also coordinate heavily with VDOT’s Right-of-Way staff, as well as input all data into RUMS.

**Lead Environmental Manager** – Lead Environmental Manager, *Thomas Heil, P.E.*, will report to DM, Mr. Fischer. This reporting relationship will streamline review of project plans for environmental compliance and project specific commitments. His direct coordination with Mr. Ackley, CM, and organizational commitment to AI will guarantee that we surpass VDOT’s expectations with respect to

environmental plans and documents. Supporting Mr. Heil on cultural and historical resources will be Kerri Barile (Dovetail). Mr. Heil will coordinate directly with environmental stakeholders to efficiently manage the environmental process for the Project.

**Lead Utility Coordinator** – Lead Utility Coordination, *John Myers*, will manage utility coordination for the Project and will report to DM, Mr. Fischer. With the magnitude of the utility risk on this Project, the AI Team is focused on mitigating this risk through early and continuous collaboration with the utility companies. Mr. Myers will lead this effort in contacting all utility companies during the RFP phase to confirm potential impacts and develop a coordination plan. This coordination plan will be presented to the DM, DBPM, and VDOT for approval prior to finalizing with the utility companies. As utility impacts are refined and PS&E’s are submitted, Mr. Myers will review costs with our DM and DBPM to confirm their validity, and finalize their approval to submit to VDOT for utility relocation authorization.

**MOT Coordinator** – MOT Coordinator, *Tony Raphael*, will report to CM, Mr. Ackley and coordinate with TMP/MOT design lead, Mr. Giometti, to build constructability into the final design, ensure the TMP is implemented properly, and identify any necessary adjustments. Providing Mr. Raphael’s expertise during the design phase will produce a quality TMP with minimal field changes necessary. Coupled with his oversight of construction work packages, this provides continuity for implementation of the TMP.

**Public Relations** – Public relations will be managed by *James Wright* (Pulsar) to coordinate communication with the City of Fredericksburg, the travelling public, local residents and businesses, EMS/Fire/Police, the hospital, and adjacent construction projects. Mr. Wright will report directly to DBPM, Mr. Myers, and has been added to develop a comprehensive public outreach plan that will communicate construction impacts and provide a method for the public to voice concerns during construction.

#### **TEAM COORDINATION MEETINGS**

**Design Meetings** – The AI Team will hold design meetings at the design milestones established in the CPM schedule and constructability reviews with all pertinent design disciplines and their construction counterparts. The design coordination meetings will update design milestones and submission schedules. Constructability reviews will evaluate design feasibility, construction means and methods, and schedule management. Furthermore, “over the shoulder reviews” will provide a forum for the Department’s input and feedback on the design concept prior to submission of the plans for approval.

**Construction Meetings** – The AI Team will have daily coordination meetings, weekly planning and scheduling meetings, and monthly progress meetings. Daily coordination meetings between the CM, the QAM’s senior inspector, and VDOT’s on-site representative will help schedule inspection staff and keep open communication about construction progress. AI’s weekly planning and scheduling meetings will develop “3-Week Look Ahead Schedules” and will include the construction team, the QA team, and design team members as needed. Monthly project meetings with the Department will include the AI Team’s DBPM, DM, CM, QAM, and other team members, as necessary, to review overall project progress and discuss any issues that will affect the schedule. Construction crews will have daily morning huddles and end of shift huddles to plan safety into their work operations provide daily updates to the project schedule.

**FORMAL PARTNERING MEETINGS** – AI has utilized formal partnering on all three projects shown on the work history forms provided with this submittal. At Middle Ground Boulevard, partnering with project stakeholders has maintained an aggressive schedule while adding utility betterments.

The formal partnering process establishes a forum for all stakeholders to voice their expectations for the Project. The goal is to put all of the expectations into perspective and mutually agree on a plan to meet each of those expectations. Through routine and open communication, including formal partnering workshops, an atmosphere of trust and transparency will be created to allow open dialogue when issues arise that may jeopardize the success of the Project. The ultimate goal is to treat every stakeholder with respect and meet or exceed their expectations.



The AI Team’s ability to deliver D/B projects ahead of schedule and within budget is an asset to VDOT. AI delivered both the *Richmond Airport Connector Road* and *Route 29 Approaches and Bridge over the Tye River D/B projects* ahead of schedule and within budget. We have learned to optimize our team performance working with RDA on the *Middle Ground Boulevard* and *I-581/Elm Avenue Interchange Improvements D/B projects* and will meet the expectations of VDOT and the City of Fredericksburg. AI and RDA are experienced on projects of similar scope and size to the Project and have successfully managed the critical risks of *utility coordination*, *environmental resources*, and the *transportation management plan*.

**RELEVANT EXPERIENCE OVERVIEW**



**American Infrastructure (AI)**, the *ABC National Contractor of the Year for 2011*, is a heavy civil contractor and material supplier that has provided quality construction services in the Mid-Atlantic region since 1939 and in the Commonwealth of Virginia since 1967. In Virginia, AI has a regional workforce of more than 310 employees and 240 pieces of heavy equipment/rolling stock, which is supported by the total fleet of over 1300 pieces of heavy equipment/rolling stock and over 1600 employees. AI strategically utilizes equipment and personnel by resource sharing throughout the Mid-Atlantic region.

To date, AI has been awarded over \$625M of D/B projects in the Mid-Atlantic Region, including \$479M for VDOT in the past five years. The *Richmond Airport Connector Road D/B project* for Transurban and the *VDOT Route 29 Bridge over Tye River D/B project* were completed two months and eleven months ahead of schedule, respectively. The joint venture team on which AI is a partner was recently awarded the *Route 460 Corridor Improvements D/B project* (\$1.4 B).

AI’s culture is represented by “Better Faster Safe”, which means building quality work, as efficiently as possible, with a fierce commitment to safety. AI is committed to building relationships with satisfied customers, and pursues projects that will have long lasting impacts in our communities. Through our “Home Safe Tonight” initiative, AI construction management teams are passionately committed to ensuring that every individual who works on an AI construction site goes home safely at the end of each day.



**Rinker Design Associates, PC (RDA)** will be the lead designer for the Project and provide roadway, utility, and drainage design. RDA is a mid-sized firm of over 100 employees with locations in Manassas (main office), Fredericksburg, and Glen Allen, Virginia. RDA has been providing professional services throughout Virginia for over 30 years. RDA is a Virginia-Certified Small Business and a leading provider of professional civil engineering, transportation engineering, environmental, surveying, right-of-way acquisition, utility design and coordination, and permitting services. RDA consistently receives “exceeds expectations” on their consultant performance reports from the Department, including scores ranging from 3.76 to 4.0 on the *Stringfellow Road project*. RDA focuses on preparing high quality, functional, and ecologically sound plans and documents.

Over the past seven years, RDA has been awarded \$200M (construction value) on 10 DB/PPTA projects, which includes four completed D/B projects in Virginia. These four projects, all which were delivered on-budget, are the *Sudley Manor Drive PPTA*, *James Madison Highway (US Route 15) Widening PPTA*, *Crosspointe Centre Roadway Improvements project*, and the *Route 36 Improvements D/B project*. RDA’s D/B projects have provided experience with abundant utility impacts, environmentally sensitive areas, and complex TMP issue resolutions for access management, vertical separation, and transition widening.

**AI TEAM DESIGN-BUILD APPROACH** –AI and RDA have a structured approach to the D/B process, which evolved from working together on our active D/B projects and previous pursuits. AI and RDA’s active D/B projects for VDOT are the *Middle Ground Boulevard Extension* and the *I-581/Elm Avenue Interchange Improvements D/B projects*, both of which are progressing on-schedule. Through continuous refinement of our process, the AI Team developed the following methodology to D/B projects:

- Identify and mitigate risk issues during the design phase.
- Utilize innovative design solutions to provide efficient and cost-effective project solutions.
- Complete detailed construction planning during the RFP process that is incorporated into the design.
- Coordinate over-the-shoulder reviews to include the Department’s feedback in our design solutions.
- Dedicate a construction engineer to the design process to incorporate construction means and methods into the design and minimize construction cost and schedule.
- Implement lessons learned from previous project’s design efforts and construction challenges.

The benefits of our established processes are evidenced by the project solutions developed on *Middle Ground Boulevard* and *I-581/Elm Ave*. On *Middle Ground Boulevard*, the bridge over CSXT rail was changed from a three-span to a two-span from the conceptual plans which reduces the overall project schedule by more than a month. On *I-581/Elm Avenue*, changing a soil nail wall to a RW-3 will reduce the overall project schedule by approximately two months. AI and RDA provided a cost savings of \$12.1M to VDOT with our bids on these two projects, as compared to the next low bids.

**TEAM INTEGRATION** – In addition to the experience AI and RDA have working together; we have previous work experience with all AI Team members. This will provide VDOT with an integrated team capable of seamless project delivery.

AI Team Experience Working Together (Construction Value)	AI	RDA	M & N	Volkert	Dovetail	ECS	Pulsar	KCI
Middle Ground Boulevard Extension DB project (\$32.5M)	✓	✓		✓		✓	✓	
I-581/Elm Avenue Interchange Improvements DB project (\$20.4M)	✓	✓		✓			✓	
Route 29 Approaches and Bridge over Tye River DB project (\$6.7M)	✓	✓		✓				
Sherwood Drive Bridge Scour Analysis project (\$100K)		✓	✓					
Mountain View Road project (\$8M)		✓			✓			
Dominion Virginia Power Electric Transmission project (on-call)		✓			✓			
Route 29 / Charlottesville Bypass DB Technical Proposal (\$135M)	✓	✓	✓					
I-581 Valley View Blvd DB Technical Proposal (\$20M)	✓	✓				✓	✓	
Sycolin Road DB RFP (\$14.5M)	✓	✓						✓
Virginia Capital Trail - Varina Phase DB RFP (\$10.5M)	✓	✓					✓	✓
Projects	Technical Proposals							

**Figure 3.4.1. Previous Design-Build Experience of the AI Team.** All AI Team members have experience working with AI and RDA on VDOT D/B projects and pursuits.

**WORK HISTORY FORMS (APPENDIX 3.4.1)** AI and RDA have chosen the following projects to best demonstrate our individual qualifications.

**AI WORK HISTORY AS LEAD CONTRACTOR**

- Route 60 and German School Road project
- Middle Ground Boulevard Extension D/B project
- Richmond Airport Connector Road D/B project

**RDA WORK HISTORY AS LEAD DESIGNER**

- Stringfellow Road Widening project
- James Madison Highway PPTA/D/B project
- Sudley Manor Drive PPTA/D/B project

### ADDITIONAL RELEVANT WORK EXPERIENCE

In addition to the Work History forms provided, the AI Team has identified other recent AI, RDA, and M&N projects with similar challenges to the Project that were successfully managed by our team members.

**I-95 AT CONTEE ROAD INTERCHANGE D/B PROJECT** – AI’s construction of this bridge and interchange on I-95 between MD198 and the Inter-County Connector is scheduled for completion in spring of 2014. Scope of work includes approach roadways, ramps to/from I-95 C-D roads, and roadway widening. The project has required close coordination with several adjacent state, county, and private contracts. The MOT challenges of constructing a bridge over I-95 have been successfully mitigated under the leadership of AI’s *Kevin Ott*, who will be responsible for the bridge construction on the Project.

#### Relevance to the Project

- ✓ Design-Build
- ✓ Bridge over I-95
- ✓ New alignment
- ✓ Utility coordination
- ✓ Challenging MOT
- ✓ Adjacent projects

**WATKINS CENTER PARKWAY AT WESTCHESTER COMMONS PROJECT** –AI’s construction of this interstate interchange project at Route 288 and Watkins Center Parkway was managed by the *AI Team’s CM, Robert Ackley*. The project scope included new alignment on and off-ramps to Watkins Center Parkway, widening of Route 60 from two to six lanes, and construction of four roundabouts. Route 60 was widened to 12 lanes at the intersection. Virginia Dominion Power utilized the dual duct bank installed by AI, requiring significant coordination.

#### Relevance to the Project

- ✓ Roundabouts (4)
- ✓ Road widening
- ✓ New alignment roadway
- ✓ Challenging MOT
- ✓ Utility coordination

**I-581/ELM AVENUE INTERCHANGE IMPROVEMENTS D/B PROJECT** – RDA is the lead designer for AI on the interchange improvements at I-581 and Elm Avenue in Roanoke, VA. DM, Darell Fischer, P.E., DBIA is managing the design for this project. The scope of work includes 0.3 miles of widening and reconstruction of Elm Avenue, replacement of two bridges over I-581 and Norfolk Southern Railroad, and operational/capacity improvement modifications on the approach ramps. The design is 90% complete and the construction will commence in May 2013.

#### Relevance to the Project

- ✓ Road widening
- ✓ Utility coordination
- ✓ Complex TMP
- ✓ Bridge over I-581

**LEWISTOWN ROAD OVER I-95** – M&N has prepared the Stage I bridge report and is preparing the final design plans for the proposed structure crossing I-95. Design was led by *Eric Vugteveen*, the lead structural engineer for the Project. The existing two-lane structure will be removed and replaced with two-lanes in each direction and a turn lane in the center. Similarly to the proposed Fall Hill Avenue bridge, this bridge uses MSE walls in front of pile-supported abutments. Construction of the MSE walls will be staged to maintain traffic on the existing structure while the first phase of the new bridge is built.

#### Relevance to the Project

- ✓ Bridge over I-95
- ✓ Piers in the median
- ✓ Staged bridge construction
- ✓ Jointless bridge design
- ✓ Challenging MOT

**ROUTE 1 BRIDGE OVER RAPPAHANNOCK CANAL** – M&N is developing the Stage I bridge report and preliminary roadway plans, including maintenance of traffic plans. The project will tie into the south end of Mary Washington Boulevard Extension. The bridge design requires detailed staged construction plans to allow for maintenance of traffic on the heavily driven Route 1, and includes planning for maintenance of pedestrian traffic from the canal path. *Eric Vugteveen* has aided in the development of the Stage I report for this bridge project.

#### Relevance to the Project

- ✓ Challenging MOT
- ✓ Staged bridge construction
- ✓ Utility coordination
- ✓ Adjacent project location



In preparation of this SOQ, the AI Team has reviewed the plans, visited the project site, and evaluated the site conditions to identify the three risks most critical to the success of the Project. We weighed each major risk with the potential to impact the Project’s success, including geotechnical conditions, overall project schedule, and stormwater management. Ultimately, we decided *utility coordination*, *environmental resources*, and the *transportation management plan* were most critical to delivering the Project safely, on-time, within budget, while minimizing the project’s affect on the environmental. Since the project schedule is identified as an impact of all three critical risks, we have developed the following preliminary schedule:

Design-Build Notice to Proceed	February 2014
Approved for Construction Plans	March 2015
Approved Project Permits / FONSI and MOA Commitments	March 2015
Construction NTP / Initiate Construction	April 2015
Construction / Substantial Completion	October 2016
Project Completion	January 2017 or sooner

**UTILITY COORDINATION**

**Risk Description** - While utility coordination and relocation is a typical risk on most road widening projects, the magnitude of this risk is greater on this Project due to the Dominion Virginia Power (DVP) transmission lines and the surrounding cultural resources that limit avoidance. Significant utilities exist along both Fall Hill Avenue and the extension of Mary Washington Boulevard. The utilities impacted are summarized below to facilitate understanding of how our approach will minimize and mitigate the impacts.

- *Power Transmission Lines* - The biggest utility risk is the DVP overhead power lines along Mary Washington Boulevard extension, near the intersection with Hospital Drive. These power lines are currently located on two types of transmission tower poles - wooden tower poles and steel mono-poles.
- *Electric Power* – DVP has distribution systems which will be in extensive conflict along the corridor.
- *Telephone* – Verizon has multiple facilities through the corridor consisting of both copper and fiber optic. AT&T has a major line at the roundabout which is overhead as it crosses Fall Hill Ave and goes underground under the proposed location of Mary Washington Boulevard that will be in conflict.
- *Gas* – Columbia Gas has a transmission line crossing just south of the proposed roundabout and a distribution line from the intersection of Hospital Drive to Sam Perry Boulevard which may be impacted.
- *Cable TV (CATV)* - Comcast and Cox Communications have CATV which will likely be impacted.
- *Water and Sewer* – The City of Fredericksburg has water and sewer lines that will be impacted. The water and sewer impacts ranges from 8” to 24” in size and include both gravity and force main.

**Impact** - The schedule and cost impacts of utility coordination are significant because of the quantity of impacts along Fall Hill Avenue and the magnitude of the impacts at Mary Washington Boulevard extension. Each mono-pole that requires relocation will cost approximately \$1M. Schedule impacts could exceed 18 months. One pole is impacted by the current design but residual affects to adjacent poles need consideration to confirm proper spacing and load distribution. A set of the three-pole, wooden towers are impacted. Furthermore, the three side-by-side wooden tower poles may require replacement to the current standard mono-pole system (one pole replacing three). If only one series of three-pole transmission towers are impacted, DVP may accept a replacement in kind.

**Mitigation** – The AI team has developed a strategic approach to utility conflict risk mitigation based on our design-build experience with utility coordination. In our experience, most utility companies prefer a solution that avoids impacts, regardless of the party responsible for the cost.

**THE AI TEAM APPROACH TO UTILITY IMPACTS**

- ✓ *Avoid and minimize design impacts.*
- ✓ *Identify schedule critical utility conflicts to focus coordination efforts.*
- ✓ *Coordinate early with utility companies.*
- ✓ *Designate a Lead Utility Coordinator for design and a Field Utility Coordinator for construction.*



- Lead Utility Coordinator John Meyers will manage design coordination with utility companies. He brings 13 years of VDOT experience as the former Regional Utility Coordinator for the NOVA District and will be assisted by Jeremy Spittle. Mr. Spittle has coordinated with DVP on several D/B projects over the last two years. In addition, RDA will draw upon their experience as a DVP approved underground design consultant as well as various other dry utility contracts that they hold with utility companies to expedite PS&E's and facilitate resolution.
- Accelerating the Utility Field Inspection and establishing a utility corridor along Fall Hill Avenue will allow our ROW staff to incorporate utility easement documents into their negotiations sooner and accelerate ROW acquisitions. Early coordination will inform the utility companies about potential impacts and timelines and allow early feedback to identify avoidance or minimization opportunities.
- Avoidance and minimization strategies will be implemented to evaluate alternatives not previously considered. These alternatives require additional evaluation and may require further public involvement.
  - Use of TC5.04ULS along the entire stretch of Mary Washington Boulevard may provide flexibility in the design to avoid and minimize impacts, especially to the large transmission lines. Furthermore, the use of one TC standard (the current design uses both TC5.04ULS and TC5.01U which has recently be replaced with TC5.11) along Mary Washington Boulevard will provide a more consistent design and align to driver expectancy.
  - The introduction of a second roundabout at the intersection of Mary Washington Boulevard and Hospital Drive could provide a shift in the alignment that avoids the large DVP transmission lines. This alternative was preliminarily overlaid against the RFQ design and appears feasible.
  - If impacts to DVP transmission lines are unavoidable, our utility team will work with DVP to consolidate poles and avoid expensive replacement poles.
  - To ensure maximum benefit from our mitigation strategies and avoid concerns with respect to NEPA compliance, our Lead Environmental Manager, Thomas Heil, P.E., will review the impacts of every design alternative.

RDA saved in excess of \$5M by successfully avoiding impacts to the large, power transmission lines on their James Madison Highway (Route 15) PPTA project through alignments shifts and typical section adjustments.

**VDOT's Role** – The AI Team will lead the way to minimize VDOT's, FHWA's and the environmental agencies' efforts. The utility companies will be integrally involved in the coordination process through inclusion in our formal partnering process to develop appropriate resolution and avoidance strategies. Having coordinated utility relocations recently on *Middle Ground Boulevard Extension* and *I-581/Elm Avenue Interchange Improvements D/B projects*, the AI Team will use our successes and challenges to manage this risk. On the *Middle Ground*, VDOT's involvement was only required when Verizon missed delivery dates established by them that jeopardized the project schedule. On the *I-581/Elm Avenue*, VDOT's required involvement has been limited to review of PS&E's for final acceptance.

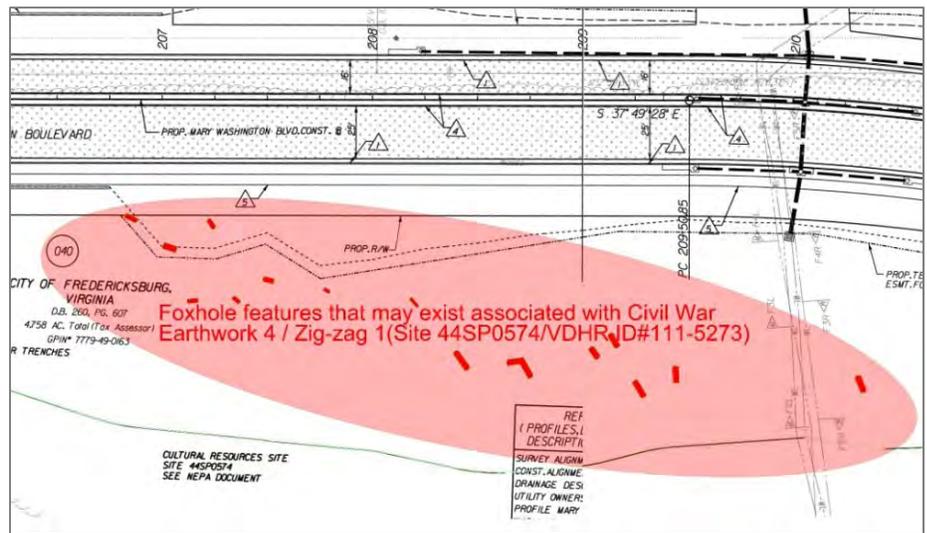
### ENVIRONMENTAL RESOURCES

**Risk Description** – The AI Team has reviewed the environmental documents including Section 106 MOA, Section 4(f) Evaluation, the Environmental Assessment and the draft FONSI. Based on our review and site investigations, the AI Team has determined that the environmental resource risk includes three elements:

- (1) Ensuring that the parties to the MOA maintain a sense of urgency and responsibility when coordinating and resolving environmental issues;
  - (2) Fully executing the Section 106 Treatment of Historic Properties within the project schedule;
  - (3) Determining if the potential Post-Review Discovery will impact the project.
- The potential of identifying foxholes that are a contributing element to the Civil War Earthwork 4 / Zig-zag 1 (Site 44SP0574/VDHR ID#111-5273) exists based on the foxhole resources identified in Archaeological Data Recovery at the Smith Run Site (Site 44SP0519). These findings conflict with the findings of the Phase I Cultural Resource Survey (VDHR Project # 2011-1587) dated December 2011. The AI Team has

prepared an overlay of the foxholes resources from the Smith Run Site with the proposed Mary Washington Boulevard extension, which shows a conflict.

**Impact** – Environmental delays and regulatory approvals contribute to schedule slippage. With a preliminary schedule to start construction in April 2015, a three-month schedule slippage would add another construction season to the schedule. This would result in a substantial completion in October 2018 instead of October 2017. If the resources previously identified in the Smith Run Site report currently exist in the field, it will impact the project schedule and cause in excess of a 6 month slippage in the schedule.



**Mitigation** – Our mitigation strategy for this risk includes dedication of experienced staff, early and continuous coordination, strict adherence to the conditions of the MOA conditions, and avoidance and minimization of any impacts to post-review discoveries.

**Experienced Staff** – The AI Team has identified staff with proven experience and knowledgeable expertise to work cooperatively with all environmental stakeholders and ensure that the regulatory process is preserved to minimize schedule impacts. Accordingly, our team offers the following:

- Dedication of key environmental staff, all with recent D/B experience, coordinating natural and cultural resources issues to minimize the schedule risk.
- The AI Team’s Lead Environmental Manager (LEM), Thomas Heil, P.E. is an employee of the contractor and integral to both the design and construction success. His expertise and experience solving both design and construction issues using a D/B delivery will minimize potential schedule slippage.
- An on-site Environmental Compliance Manager, working under the direction of our LEM, will make certain environmental resource protection measures are installed and functional prior to the start of construction activities in environmentally sensitive areas. He will also make certain the identification of any Post-Review resources is immediately communicated to the LEM, DBPM, and VDOT.

**Coordination** – The AI Team will coordinate proactively and continuously with environmental agency representatives to manage schedule milestones and track reviews. In advance of submissions, we will clearly present the project schedule to all agencies. We have developed the following timeline for environmental coordination based on successful strategies utilized by our LEM on the *I-81 TCL D/B project*.

- ✓ Within one month of NTP, our LEM will coordinate with all environmental agencies to develop and reinforce existing lines of communication and present strategies for treatment plan development, identification of natural system resources, and acquire approval of permits.
- ✓ Within two months following NTP and VDOT acceptance of the baseline schedule, the LEM will meet again with the agencies to review regulatory milestones and permit acquisition dates.
- ✓ Throughout design and construction, the AI Team will maintain careful adherence to the conditions of the MOA and Section 404 permit avoidance and minimization strategies.

**MOA Conditions** – The AI Team will fully execute the Section 106 Treatment of Historic Properties and will develop the required Treatment Plans. These elements are included in our preliminary project schedule.

- The AI Team ROW and Cultural Resource team members have recent experience working with the *Fall Hill Property* and in developing perpetual historic preservation and open space easements. ROW Acquisition and historic resources and open space easements will be coordinated between ROW and environmental managers for historically and culturally encumbered properties.
- The MOA stipulates that the existing *Fall Hill Gate* be “reestablished on a suitable foundation without damage to surrounding mature trees”. To ensure compliance with this requirement, the AI Team will include *R.M. Crickenberger Construction Inc.*, who recently worked on the Fredericksburg National Cemetery Wall for the NPS. Together, we will formulate a treatment plan that best preserves the gate.
- The AI Team’s experience preparing treatment plans sites like the *Multi-component Site at Snowden Park (VDHR ID# 44SP0642)* is evidenced by Dovetail’s work on the Archaeological Data Recovery at the Smith Run Site (Site 44SP0519). The AI Team will develop and gain approval of the treatment plan within 12 months and execute the treatment in the following 1 to 3 months.

**Post-Review Discovery** – Our mitigation strategy for this element will minimize impact to the schedule through early identification, design avoidance and impact minimization, and allow the maximum amount of time for coordination of any necessary amendment to the environmental documents.

- The AI Team environmental experts will conduct field reconnaissance to determine if the resources are still present. If they are not, there is no impact to the Project.
- If the resources are present, our design team will evaluate feasibility of shifting the design to avoid or minimize impacts and appropriately amend the MOA.
- If the resources are present and the extent to which the impact can be minimized is not acceptable, AI will work with VDOT, FHWA, and VDHR to review and amend the MOA as necessary to incorporate the appropriate mitigation measures to balance the impact. Our Lead EM has the requisite NEPA, Section 106 and Section 4(f) experience and expertise to lead resolution of these efforts, in concert with VDOT.

**VDOT’s Role** – As VDOT, FHWA, VDHR and the consulting parties have executed the Section 106 MOA; VDOT’s role in mitigating this risk is clearly identified. Specifically, the MOA requires coordination with outside agencies including FHWA, VDOT and VDHR. This coordination involves developing a tree removal plan in consultation with VDHR and submitting the archaeological treatment plan to FHWA, VDOT and the SHPO (VDHR) for their review and approval and submission of the draft interpretive plan to FHWA, VDOT the SHPO (VDHR) and the concurring parties for their review and comment.

## TRANSPORTATION MANAGEMENT PLAN

**Risk Description** – Development and implementation of an appropriate Transportation Management Plan (TMP) is critical to safely maintaining traffic flow during construction. Maintenance of traffic has a direct impact on motorists, pedestrians, and local residents and businesses. When there is congestion attributed to the construction or access issues are encountered, the public should be kept informed about the impacts and provided a voice for feedback to the construction team. Maintaining a good TMP will ease congestion and can reduce the overall project schedule.

The AI Team has identified the following aspects of the TMP risk as related to safety & access, as well as public perception of the Project:

- Maintaining access for local business and residents where significant grade differences will be encountered during construction from approximately station 180 to 160 on Fall Hill Avenue.
- Constructing access for the businesses across from ball fields on Fall Hill Avenue where the new roadway alignment shifts from the existing alignment.
- Communicating impacts of construction with Mary Washington Hospital and emergency responders.
- Providing pedestrian access across the bridge over I-95.
- Closing I-95 to set the new bridge.

- Impacting traffic flow following previous local construction projects, and the reopening of Fall Hill Avenue after a year-long closure for the Fall Hill Avenue over *Rappahannock Canal Bridge Project*.

**Impact** – Unsafe conditions and limited access for local businesses and residents would create an overall negative public perception and lead to additional involvement from VDOT to correct the issues. In addition to safety, project schedule and cost would be impacted.

**Mitigation** – The AI Team will develop and implement a safe TMP and open communication between the public and our construction staff to voice concerns and rectify any issues immediately.

- AI's MOT Coordinator will consult with the TMP/MOT design lead to build constructability into the design, ensure proposed TMP is implemented per plan, and make adjustments as necessary to account for pedestrians, incidents, and unexpected congestion. This integrated approach of providing a single person responsible throughout all aspects of the project will provide continuity and accountability.
- To provide pedestrian access across the I-95 Bridge, our design team will analyze the use of a stand-alone pedestrian bridge to provide access during construction and stay-in-place as a permanent feature.
- To maintain access for local residents and businesses, design solutions will be analyzed at each location to provide safe and cost-effective solutions. Consideration will be given to building up driveways, installing temporary driveways, consolidating access points, and providing additional signage for access.
- To manage closures of I-95 for setting the new bridge, detailed planning and advanced coordination will be led by Bridge Manager, Kevin Ott. Mr. Ott is currently constructing the *I-95 at Contee Road Interchange* in Laurel, MD, which includes removing and replacing a bridge over I-95. His direct experience with a very similar bridge will prove valuable to the Project.
- To communicate with local businesses and residents, the travelling public, and the hospital and emergency responders, a comprehensive public outreach plan will be developed by the AI Team's PR Manager, Jim Wright, in conjunction with our DBPM. This public outreach plan will:
  - Hold a Citizen Information Meeting prior to implementing the TMP to share our construction schedule, design concept, and communication plan.
  - Provide a voice for the public during construction by providing signs with the number of our dedicated project hot-line for public concerns.
  - Communicate with Mary Washington Hospital about changing construction traffic patterns.
  - Facilitate the development of an emergency response plan.
  - Inform all project stakeholders about construction progress and how they will be impacted.
  - Keep local businesses and residents informed about how the Project will impact their travel via the Free Lance Star newspaper and WFLS radio station.
- AI will initiate formal partnering with VDOT, the City of Fredericksburg, Mary Washington Hospital, and emergency responders to review the TMP, construction schedules, and incident response plans before implementation. During construction, meetings will be held prior to major changes in traffic patterns. Partnering will minimize incident response times by communicating construction impacts.

*"As an 11 year resident of Louisa County...(I) have been impressed by the quality and efficiency of this project...Thanks for taking the safety of area residents and your contractors ... into serious consideration during this improvement project! I commend you and your staff for an ongoing exceptional job in the Louisa/Spotsylvania Counties of our Commonwealth!"* - Bernadette M. Nolan in an email to VDOT regarding the *Bridge Rehabilitation on Route 208 over Lake Anna* project, which AI completed in December 2012.

**VDOT's Role** - The integration of the AI Team and our successful history of past collaboration efforts will minimize construction and traffic issues. Our proposed public outreach, communication plan, and partnering initiatives will help stakeholders identify the AI Team as their point of contact should issues arise. These strategies will minimize the need for additional effort by VDOT and the City of Fredericksburg; reducing their role to one of situational awareness.

**Appendix 3.2.6 Affiliated and  
Subsidiary Companies**

## ATTACHMENT 3.2.6

### State Project No. U000-111-233, P101, R201, C501, B609

#### Affiliated and Subsidiary Companies of the Offeror

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

<input type="checkbox"/> <b>The Offeror does not have any affiliated or subsidiary companies.</b>
<input checked="" type="checkbox"/> <b>Affiliated and/ or subsidiary companies of the Offeror are listed below.</b>

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Affiliate	American Infrastructure, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Myers Aviation Company, LLC	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	American Infrastructure-MD, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Allan A. Myers, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Allan A. Myers, Co.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Allan A. Myers, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	American Infrastructure Investments, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Devault Partners, LP	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Devault Crushed Stone Partners, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	The Myers Group, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Compass Quarries, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	AI Transport Co	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	Independence Construction Materials, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	ICM of Maryland, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490
Affiliate	ICM of Pennsylvania, Inc.	1805 Berks Road, P.O. Box 98, Worcester, PA 19490



**ATTACHMENT 3.2.6**

**State Project No. U000-111-233, P101, R201, C501, B609**

**Affiliated and Subsidiary Companies of the Offeror**

<b>Affiliate</b>	<b>ICM of Delaware, Inc.</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>D. M. Stoltzfus &amp; Son, Inc.</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>Elk Mills Partners, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>Cedar Hill Quarry Partners, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>Talmage Partners, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>440 Twin Oaks Drive, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>
<b>Affiliate</b>	<b>Jessup Asphalt Partners, LP</b>	<b>1805 Berks Road, P.O. Box 98, Worcester, PA 19490</b>



**Appendix 3.2.7 Debarment  
Forms**

**ATTACHMENT NO. 3.2.7(a)**

**CERTIFICATION REGARDING DEBARMENT  
PRIMARY COVERED TRANSACTIONS**

Project No.: *U000-111-233, P101, R201, C501, B609*

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

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

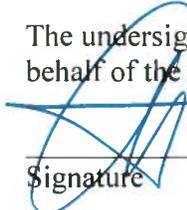
b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under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

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

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

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

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

	05/02/13	Vice President/General Manger
Signature	Date	Title

AMERICAN INFRASTRUCTURE-VA, INC.

Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

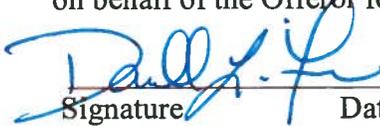
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: *U000-111-233, P101, R201, C501, B609*

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

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

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



Signature

Date

4/25/13

General Manager / Principal

Title

Rinker Design Associates, P.C.

Name of Firm

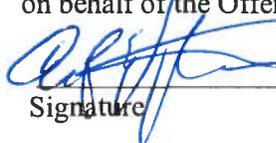
**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: *U000-111-233, P101, R201, C501, B609*

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

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

	<u>April 23, 2013</u>	<u>Business Unit Leader</u>
Signature	Date	Title

Moffatt & Nichol  
Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: U000-111-233, P101, R201, C501, B609

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

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

W. Mark K.      4/26/2013      VICE PRESIDENT  
Signature      Date      Title

KCI TECHNOLOGIES, INC.  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: *U000-111-233, P101, R201, C501, B609*

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

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

	April 23, 2013	Senior VP
Signature	Date	Title

Volkert, Inc.  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: *U000-111-233, P101, R201, C501, B609*

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

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

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

	<i>4/24/13</i>	Vice President/Branch Manager
Signature	Date	Title
ECS Mid-Atlantic, LLC		

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

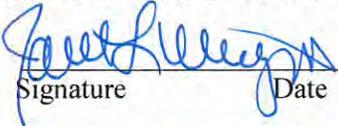
**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: *U000-111-233, P101, R201, C501, B609*

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

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

	<u>4/26/13</u>	<u>PARTNER</u>
Signature	Date	Title
<u>PULSAR ADVERTISING</u>		
Name of Firm		

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: *U000-111-233, P101, R201, C501, B609*

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

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

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

*Kim*                      *25 Apr 2013*                      *PRESIDENT*  
Signature                      Date                      Title

*DOVETAIL CULTURAL RESOURCE GROUP*  
Name of Firm



=====  
A1065  
AMERICAN DRAINAGE SYSTEMS, INC.  
PREQ. EXP : 01/31/2014

--PREQ ADDRESS ----- WORK CLASSES (LISTED BUT NOT LIMITED TO)  
6415 ROBINSON RD 173 - WICK DRAINS  
WAXHAW, NC 28173-0000  
PHONE : 704-843-5985  
FAX : 704-843-1834

BUSINESS CONTACT: CASE, JOHN EDWARD  
EMAIL: JCASE@WICKDRAINS.COM

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

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

=====  
G303  
AMERICAN INFRASTRUCTURE-VA, INC.  
PREQ. EXP : 01/31/2014

--PREQ ADDRESS ----- WORK CLASSES (LISTED BUT NOT LIMITED TO)  
301 CONCOURSE BLVD 002 - GRADING  
SUITE 300 003 - MAJOR STRUCTURES  
GLEN ALLEN, VA 23059 004 - ASPHALT CONCRETE PAVING  
PHONE : 804-290-8500 007 - MINOR STRUCTURES  
FAX : 804-418-7935 013 - ROADWAY MILLING  
171 - SURFACE TREATMENT

BUSINESS CONTACT: THURSTON, GINA  
EMAIL: GINA.THURSTON@AMERICANINFRASTRUCTURE.COM

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

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



# ROSENBERG & PARKER®

S U R E T Y B O N D . C O M

*Philadelphia · Toronto*

May 5, 2013

Virginia Department of Transportation  
1401 East Broad St.  
Richmond, VA 23219

Re: American Infrastructure-VA, Inc.  
Contract ID Number: C00088699DB59, Federal Project No.: STP-5A01(), State Project No.: U000-111-233, P101, R201, C501, B609, UPC 88699 - A Design-Build Project Fall Hill Avenue Widening and Mary Washington Boulevard Extension, City of Fredericksburg, Virginia

To Whom It May Concern:

American Infrastructure-VA, Inc., a subsidiary of American Infrastructure, is a highly regarded and valued client of Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Arch Insurance Company. Fidelity and Deposit Company of Maryland is rated A+ XV in the Best's Key Rating Guide, listed in the Department of the Treasury's listing of Approved Sureties (Department Circular 570) and licensed to transact business in the Commonwealth of Virginia. Zurich American Insurance Company is rated A+ XV in the Best's Key Rating Guide, listed in the Department of the Treasury's listing of Approved Sureties (Department Circular 570) and licensed to transact business in the Commonwealth of Virginia. Arch Insurance Company is rated A+ XV in the Best's Key Rating Guide, listed in the Department of the Treasury's Listing of Approved Sureties (Department Circular 570) and licensed to transact business in the Commonwealth of Virginia. Fidelity and Deposit Company of Maryland, Zurich and Arch have expressed to them their willingness to provide bonding to support on individual projects in the amount of \$250,000,000.00 and aggregate of \$600,000,000.00. As surety for American Infrastructure-VA, Inc., Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Arch, with A.M. Best Financial Ratings as stated above, is capable of obtaining a 100% Performance Bond and a 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction, and said bonds will cover the Project and any warranty periods on behalf of the Contractor, in the event that American Infrastructure-VA, Inc. be the successful bidder and enter into a contract for this project.

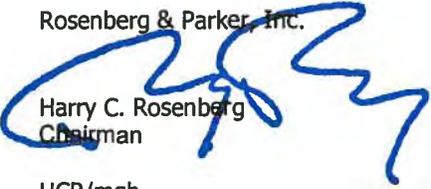
In accordance with the normal practice, the willingness of Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Arch Insurance Company to extend suretyship will be based on their underwriting of the account at the time the bonds are requested. This letter shall be valid for a period of 180 days from the date of this letter.

In addition, we would expect that the execution of any final bonds would be subject to a review of the contract documents by American Infrastructure-VA, Inc., Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Arch Insurance Company as well as satisfactory evidence of financing for the project.

If we can provide any further assistance, please do not hesitate to call upon us.

Sincerely,

Rosenberg & Parker, Inc.

  
Harry C. Rosenberg  
Chairman

HCR/mgh

cc: Mr. John Souder, Fidelity and Deposit Company of Maryland and Zurich American Insurance Company and Mr. Joe Crawford, Arch Insurance Company



455 SOUTH GULPH ROAD • SUITE 400 • KING OF PRUSSIA, PENNSYLVANIA 19406

p 610.668.9100 • p 800.394.9200 • f 610.667.5200

info@suretybond.com • suretybond.com



## ATTACHMENT 3.2.10

### State Project No. U000-111-233, P101, C501, R201, B609

#### SCC and DPOR Information

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

SCC & DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)							
Business Name	SCC Information (3.2.10.1)			DPOR Information (3.2.10.2)			
	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number	DPOR Expiration Date
American Infrastructure-VA, Inc	0113780-1	Corporation	Active	44209 Wade Dr Chantilly, VA 20152	Class A Contractor	2701009872	12-31-2014
Rinker Design Associates, P.C.	0227062-7	Corporation	Active	927 Maple Grove Dr Suite 105 Fredericksburg, VA 22407	ENG, LS	0410000156	02-28-2014
				9300 W Courthouse Rd, Suite 300 Manassas, VA 22110	ENG, LS	0405000502	12-31-2013
				301 Concourse Blvd Suite 120 Glen Allen, VA 23059	ENG	0410000220	02-28-2014
				9300 W Courthouse Rd, Suite 300 Manassas, VA 22110	RE	4008 001684	02-28-2015
				927 Maple Grove Dr Suite 105 Fredericksburg, VA 22407	RE	4008 001739	04-30-2014
Moffatt & Nichol, Inc.	F058239-7	Corporation	Active	1100 Boulders Pkwy, Suite 350 Richmond, VA 23225	ENG	0407002877	12-31-2013
Volkert, Inc	F136659-2	Corporation	Active	5400 Shawnee Rd, Suite 301 Alexandria, VA 22312	ENG, LA	0407002610	12-31-2013



**ATTACHMENT 3.2.10**

**State Project No. U000-111-233, P101, C501, R201, B609**

**SCC and DPOR Information**

KCI Technologies, Inc.	F059869-0	Corporation	Active	6802 Paragon Place, Suite 410 Richmond, VA 23230	ENG	0411000938	02-28-2014
ECS Mid-Atlantic, LLC	S120821-6	LLC	Active	915 Maple Grove Dr, Suite 206 Fredericksburg, VA 22407	ENG	0411000381	02-28-2014
				2119-D N. Hamilton St Richmond, VA 23230	ENG	0411000384	02-28-2014
Pulsar Advertising	F160855-5	Corporation	Active	N/A			
Dovetail Cultural Resource Group I, Inc	0668553-1	Corporation	Active				

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

Business Name	Individual's Name	Office Location Where Professional Services will be Provided (City/State)	Individual's DPOR Address	DPOR Type	DPOR Registration Number	DPOR Expiration Date
American Infrastructure-VA, Inc	Thomas M. Heil	Glen Allen, VA	10306 Eaton Place, Suite 240 Fairfax, VA 22030	ENGR	0402044111	10-31-2013
Rinker Design Associates, P.C.	Darell Lee Fischer	Glen Allen, VA	14101 Spring Gate Terrace Midlothian, VA 23112	ENGR	0402023296	06-30-2014
Volkert, Inc	Gale Mackey Dickerson	Alexandria, VA	913 Ivey Creek Road Lancaster, VA 22503	ENGR	0402020558	01-31-2014





Commonwealth of Virginia  
**State Corporation Commission**

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CISM0180

CORPORATE DATA INQUIRY

04/26/13

08:31:57

CORP ID: 0113780 - 1 STATUS: 00 ACTIVE STATUS DATE: 11/03/08  
 CORP NAME: American Infrastructure-VA, Inc.

DATE OF CERTIFICATE: 10/06/1967 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: 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#: 212 16 0177 DATE: 10/10/12 HENRICO COUNTY  
 CURRENT AR#: 212 16 0177 DATE: 10/10/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	670.00					100,000

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 (Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
**State Corporation Commission**

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CISM0180

CORPORATE DATA INQUIRY

04/26/13

08:33:18

CORP ID: 0227062 - 7 STATUS: 00 ACTIVE STATUS DATE: 04/22/91  
 CORP NAME: Rinker Design Associates, P.C.

DATE OF CERTIFICATE: 02/24/1982 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: MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: JOHN S WISIACKAS

STREET: ODIN FELDMAN & PITTLEMAN PC AR RTN MAIL:  
 1775 WIEHLE AVENUE STE 400  
 CITY: RESTON STATE : VA ZIP: 20190  
 R/A STATUS: 4 ATTORNEY EFF. DATE: 08/27/12 LOC : 129  
 ACCEPTED AR#: 213 02 1133 DATE: 01/11/13 FAIRFAX COUNTY  
 CURRENT AR#: 213 02 1133 DATE: 01/11/13 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
13	190.00					20,000

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 (Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
**State Corporation Commission**

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CISM0180

CORPORATE DATA INQUIRY

04/26/13

08:33:56

CORP ID: F058239 - 7 STATUS: 00 ACTIVE STATUS DATE: 05/29/01  
 CORP NAME: MOFFATT & NICHOL, Inc. (USED IN VA BY: MOFFATT & NICHOL)  
 DATE OF CERTIFICATE: 03/06/2000 PERIOD OF DURATION: INDUSTRY CODE: 70  
 STATE OF INCORPORATION: CA CALIFORNIA 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#: 213 51 5635 DATE: 03/28/13 HENRICO COUNTY  
 CURRENT AR#: 213 51 5635 DATE: 03/28/13 STATUS: A ASSESSMENT INDICATOR: 0  
 YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES  
 13 550.00 77,000

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 (Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
**State Corporation Commission**

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CISM0180

CORPORATE DATA INQUIRY

04/26/13

08:34:23

CORP ID: F136659 - 2 STATUS: 00 ACTIVE STATUS DATE: 01/21/99  
 CORP NAME: Volkert, Inc.

DATE OF CERTIFICATE: 01/21/1999 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: AL ALABAMA STOCK INDICATOR: S STOCK  
 MERGER IND: S SURVIVOR CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: CORPORATION SERVICE COMPANY

STREET: BANK OF AMERICA CENTER, 16TH FLOOR AR RTN MAIL:  
 1111 EAST MAIN ST.

CITY: RICHMOND STATE : VA ZIP: 23219  
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 07/13/11 LOC : 216  
 ACCEPTED AR#: 213 01 4511 DATE: 12/17/12 RICHMOND CITY  
 CURRENT AR#: 213 01 4511 DATE: 12/17/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
13	100.00					2,250

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 (Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
**State Corporation Commission**

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CISM0180

CORPORATE DATA INQUIRY

04/26/13

08:35:01

CORP ID: F059869 - 0 STATUS: 00 ACTIVE STATUS DATE: 01/18/06  
 CORP NAME: KCI TECHNOLOGIES, INC.

DATE OF CERTIFICATE: 12/19/1988 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: DE DELAWARE STOCK INDICATOR: S STOCK  
 MERGER IND: S SURVIVOR CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: CORPORATION SERVICE COMPANY

STREET: Bank of America Center, 16th Floor AR RTN MAIL:  
 1111 East Main Street

CITY: RICHMOND STATE : VA ZIP: 23219

R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 04/29/11 LOC : 216

ACCEPTED AR#: 212 54 8434 DATE: 12/17/12 RICHMOND CITY

CURRENT AR#: 212 54 8434 DATE: 12/17/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	100.00					1,000

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 (Screen Id:/Corp\_Data\_Inquiry)



# Commonwealth of Virginia State Corporation Commission

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04/26/13

LLCM3220

LLC DATA INQUIRY

08:39:21

LLC ID: S120821 - 6 STATUS: 00 ACTIVE STATUS DATE: 04/16/04  
LLC NAME: ECS - Mid-Atlantic, LLC

DATE OF FILING: 04/16/2004 PERIOD OF DURATION: INDUSTRY CODE: 00

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: 14026 THUNDERBOLT PL STE 100

CITY: CHANTILLY STATE: VA ZIP: 20151-0000

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: JAMES A ECKERT

STREET: 14026 THUNDERBOLT PL STE 100

RTN MAIL:

CITY: CHANTILLY STATE: VA ZIP: 20151-0000

R/A STATUS: 2 O/D OF CORP M/M EFF DATE: 04/16/04 LOC: 129 FAIRFAX COUNTY

YEAR FEES PENALTY INTEREST BALANCE

13 50.00

(Screen Id:/LLC\_Data\_Inquiry)



Commonwealth of Virginia  
**State Corporation Commission**

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CISM0180

CORPORATE DATA INQUIRY

04/26/13

08:36:49

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#: 212 18 0159 DATE: 11/27/12 HENRICO COUNTY  
 CURRENT AR#: 212 18 0159 DATE: 11/27/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	100.00					200

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 (Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
**State Corporation Commission**

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CISM0180

CORPORATE DATA INQUIRY

04/26/13

08:37:16

CORP ID: 0668553 - 1 STATUS: 00 ACTIVE STATUS DATE: 11/30/06  
 CORP NAME: Dovetail Cultural Resource Group I, Inc.

DATE OF CERTIFICATE: 11/30/2006 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK  
 MERGER IND: CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: CHARLES W PAYNE JR

STREET: 725 JACKSON ST STE 200 AR RTN MAIL:

CITY: FREDERICKSBURG STATE : VA ZIP: 22401  
 R/A STATUS: 4 ATTORNEY EFF. DATE: 11/30/06 LOC : 206  
 ACCEPTED AR#: 212 17 7232 DATE: 11/19/12 FREDERICKSBURG  
 CURRENT AR#: 212 17 7232 DATE: 11/19/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	100.00					1,000

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 (Screen Id:/Corp\_Data\_Inquiry)

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

**EXPIRES ON  
12-31-2014**

**NUMBER  
2701009872**

9860 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

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

**AMERICAN INFRASTRUCTURE-VA INC  
44209 WADE DRIVE  
CHANTILLY, VA 20152**



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

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

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

**(POCKET CARD) COMMONWEALTH OF VIRGINIA  
CLASS A BOARD FOR CONTRACTORS  
CONTRACTOR**

**\*CLASSIFICATIONS\* H/H  
NUMBER: 2701009872 EXPIRES: 12-31-2014**

**AMERICAN INFRASTRUCTURE-VA INC  
44209 WADE DRIVE  
CHANTILLY, VA 20152**



**(DETACH HERE)**

**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
9860 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**

**02-28-2014**

**NUMBER**

**0410000156**

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

**PROFESSIONS: ENG, LS**

**RINKER DESIGN ASSOCIATES PC  
927 MAPLE GROVE DR STE 105  
FREDERICKSBURG, VA 22407**



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

**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  
04050000502**

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

**PROFESSIONS: ENG, LS**

**RINKER DESIGN ASSOCIATES PC  
9300 WEST COURTHOUSE RD  
STE 300  
MANASSAS, VA 22110**



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

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

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

EXPIRES ON

02-28-2014

NUMBER

0410000220

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

PROFESSIONS: ENG

RINKER DESIGN ASSOCIATES PC  
301 CONCOURSE BLVD, STE 120  
GLEN ALLEN, VA 23059



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Gordon N. Dixon, Director

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NUMBER

**4008 001684**

**REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION**

**RINKER DESIGN ASSOCIATES PC**

**9385 DISCOVERY BOULEVARD SUITE 200**

**MANASSAS VA 20109**



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EXPIRES ON

**04-30-2014**

NUMBER

**4008 001739**

**REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION**

**RINKER DESIGN ASSOCIATES P C**

**927 MAPLE GROVE DR STE 105**

**FREDERICKSBURG VA 22407**



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Gordon N. Dixon, Director

**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
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EXPIRES ON  
12-31-2013

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

NUMBER  
0407002877

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

PROFESSIONS: ENG

MOFFATT & NICHOL INC  
1100 BOULDERS PARKWAY  
SUITE 350  
RICHMOND, VA 23225



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

**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
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**BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS  
AND LANDSCAPE ARCHITECTS  
BUSINESS ENTITY REGISTRATION**

**PROFESSIONS: ENG, LA**

**VOLKERT INC  
5400 SHAWNEE RD  
STE 301  
ALEXANDRIA, VA 22312**



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AND LANDSCAPE ARCHITECTS  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION**

**PROFESSIONS: ENG**

**KCI TECHNOLOGIES INC  
6802 PARAGON PLACE  
SUITE 410  
RICHMOND, VA 23230**



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Gordon N. Dixon, Director

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AND LANDSCAPE ARCHITECTS  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION**

**PROFESSIONS: ENG**

**ECS-MID-ATLANTIC LLC  
915 MAPLE GROVE DR  
STE 206  
FREDERICKSBURG, VA 22407-6938**



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PROFESSIONS: ENG  
ECS-MID-ATLANTIC LLC  
915 MAPLE GROVE DR  
STE 206  
FREDERICKSBURG, VA 22407-6938**



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Telephone: (804) 367-8500

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BUSINESS ENTITY BRANCH OFFICE REGISTRATION**

**PROFESSIONS: ENG**

**ECS MID-ATLANTIC LLC  
2119-D NORTH HAMILTON ST  
RICHMOND, VA 23230**



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Gordon N. Dixon, Director

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NUMBER: 0411000384 EXPIRES: 02-28-2014  
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ECS MID-ATLANTIC LLC  
2119-D NORTH HAMILTON ST  
RICHMOND, VA 23230**



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0402044111

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**

THOMAS M HEIL  
10306 EATON PLACE STE 240  
FAIRFAX, VA 22030



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Gordon N. Dixon, Director

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PROFESSIONAL ENGINEER LICENSE  
NUMBER: 0402044111 EXPIRES: 10-31-2013

THOMAS M HEIL  
10306 EATON PLACE STE 240  
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AND LANDSCAPE ARCHITECTS  
PROFESSIONAL ENGINEER LICENSE**

**DARELL LEE FISCHER  
14101 SPRING GATE TERRACE  
MIDLOTHIAN, VA 23112**



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**BOARD FOR APELSCIDLA  
PROFESSIONAL ENGINEER LICENSE  
NUMBER: 0402023296 EXPIRES: 06-30-2014**



**DARELL LEE FISCHER  
14101 SPRING GATE TERRACE  
MIDLOTHIAN, VA 23112**

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

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NUMBER  
0402020558

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

**GALE MACKAY DICKERSON  
913 IVEY CREEK ROAD  
LANCASTER, VA 22503**



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

**Appendix 3.3.1 Key  
Personnel Resume Forms**

## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
a. Name & Title: <b>AARON T. MYERS, VICE PRESIDENT/GENERAL MANAGER</b>
b. Project Assignment: <b>DESIGN-BUILD PROJECT MANAGER</b>
c. Name of Firm with which you are now associated: <b>AMERICAN INFRASTRUCTURE</b>
d. Years experience: With this Firm <u>10</u> Years With Other Firms <u>2</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.): <b>AMERICAN INFRASTRUCTURE, VICE PRESIDENT/GENERAL MANAGER AND PROJECT EXECUTIVE; 2010 - PRESENT:</b> Mr. Myers manages all aspects of AI's Design-Build and Design-Bid-Build projects in Virginia. His focus is on performance, safety, and customer satisfaction throughout the duration of a project and prompt resolution of any project issues as they arise. Mr. Myers is responsible to make certain a quality project is delivered on-time within budget, and constructed responsibly with respect to VDOT standards, safety and environmental compliance. As a Project Executive, Mr. Myers provides continuous management, oversight, and support on all DB projects in Virginia. Under Mr. Myers leadership, AI has completed nine VDOT projects including the Route 29 Approaches and Bridge over Tye River D/B project, and the F08 Lake Anna Bridge project. In addition, AI has been awarded Middle Ground Blvd Extension (\$32.5M), I-581/Elm Ave Interchange Improvements (\$20.4M), and as a JV partner the Route 460 Corridor Improvements (\$1.5B) VDOT DB Projects. <b>AMERICAN INFRASTRUCTURE, DESIGN-BUILD PROJECT MANAGER / CONSTRUCTION MANAGER; 2009-2011:</b> Mr. Myers managed the Airport Connector Road DB project in Richmond, a \$39M project for Transurban with oversight by VDOT and FHWA. Mr. Myers was responsible for all construction activities, construction quality control, and contract administration. The project consisted of approximately 1.6 miles of new four-lane roadway that provides motorists with direct access to the Richmond International Airport from Route 895 and included construction of a bridge over I-895. <b>AMERICAN INFRASTRUCTURE, PRECONSTRUCTION DESIGN-BUILD AND DESIGN-BID-BUILD PROJECT MANAGER; 2008-2009:</b> Mr. Myers was responsible for business development, estimating, and purchasing for all of AI's projects in Virginia, including the Richmond Airport Connector Road DB Project. He managed a group of 16 salaried personnel to identify, estimate, and procure construction projects. Mr. Myers led the company's pursuit of D/B projects in Virginia, managing the complete process for providing qualifications, technical, and price proposals for seven D/B projects over \$20 million including Middle Ground Boulevard Extension, I-581/Elm Avenue Interchange Improvements D/B projects. <b>AMERICAN INFRASTRUCTURE, CONSTRUCTION MANAGER; 2003-2008:</b> Mr. Myers was responsible for managing all aspects of his projects including planning and scheduling work activities, engineering, submittals, pay estimates, coordination with owner, subcontractors, suppliers and other stakeholders, customer satisfaction, and safety for all phases of construction. Mr. Myers managed up to four projects at a time and supervised a staff of up to eight engineers and superintendents. His projects included Quantico Infrastructure Reconstruction D/B project, Mulligan Road, and Westchester Commons. <b>SKANSKA, DESIGN-BUILD ENGINEER FOR COOPER RIVER BRIDGE PROJECT; 2001-2003:</b> Mr. Myers was responsible for coordination of design drawings on behalf of the contractor, submission to the owner, quantity takeoff, budget revisions, quality control of plans, document control, and coordination with the engineer. Once design was complete for the \$500M project, Mr. Myers coordinated the concrete girder erection for a large portion of the project. <b>PROFESSIONAL ASSOCIATION, VIRGINIA TRANSPORTATION CONSTRUCTION ALLIANCE (VTCA):</b> Mr. Myers is currently serving as a member of the Design-Build Committee and the Contractor Leadership Committee. <b>EXPERIENCE RELEVANT TO THE PROJECT</b> <ul style="list-style-type: none"><li>▪ 12 years of D/B experience</li><li>▪ 4 VDOT D/B projects</li><li>▪ Design coordination</li><li>▪ Customer satisfaction</li><li>▪ Issue resolution</li><li>▪ Value-engineering</li></ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Tech/2000/BS Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: Erosion and Sediment Control Contractor Certification #5112C
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. Note whether experience is with current firm or with other firm.
3. Provide beginning and end dates for each assignment.

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

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

1. Mr. Myers is providing management support and oversight to deliver this project successfully to VDOT. To ensure the project objectives are achieved and any challenges are overcome, Mr. Myers actively participates in the formal partnering process. He also has regular check-ins with the customer for specific items and to make sure the project is progressing as planned. The project improves the I-581/Elm Ave Interchange and includes road widening and bridge reconstruction with complex MOT.

**Relevance to the Project**

- ✓ Design-Build
- ✓ Teamed with RDA
- ✓ Road widening
- ✓ New alignment roadway
- ✓ Bridge construction
- ✓ Complex TMP/MOT

2. American Infrastructure; Project Executive

3. August 2012 – Anticipated August 2015

**VDOT MIDDLE GROUND BOULEVARD EXTENSION DESIGN-BUILD PROJECT, NEWPORT NEWS, VA (\$32.5)**

1. Mr. Myers is providing management support and oversight to deliver this project successfully to VDOT. To ensure customer satisfaction and prompt issue resolution, Mr. Myers is engaged in formal partnering for the project. For specific items, Mr. Myers checks in regularly with VDOT, as well as to confirm overall project progress. The project scope includes construction of a 1.2 mile connector roadway, including a bridge over the CSX railway, and the widening of two highly congested primary roadways.

**Relevance to the Project**

- ✓ Design-Build
- ✓ Teamed with RDA
- ✓ Road widening
- ✓ New alignment roadway
- ✓ Bridge construction

2. American Infrastructure; Project Executive

3. June 2011 – Anticipated December 2014

**AIRPORT CONNECTOR ROAD DESIGN-BUILD PROJECT, RICHMOND, VA (\$39M)**

1. Mr. Myers was responsible for all construction activities, construction quality control, and contract administration for this project. The project consisted of approximately 1.6 miles of four-lane roadway that provides motorists with direct access to the Richmond International Airport from Route 895. The project finished two months ahead of schedule, with zero recordable incidents during the 152,546 manhours that were worked. Mr. Myers managed coordination with third parties including Henrico County, Dominion Power, and CSX and the Richmond Airport. The project received the DBIA Design-Build Merit Award for Transportation in 2011, and received an overall rating of “Extremely Satisfied” (AI Customer Survey 2010).

**Relevance to the Project**

- ✓ Design-Build
- ✓ Road widening
- ✓ New alignment roadway
- ✓ Bridge over Route 895
- ✓ Stakeholder coordination

2. American Infrastructure; Construction Manager

3. 2009 – 2011

**QUANTICO INFRASTRUCTURE RECONSTRUCTION DESIGN-BUILD PROJECT, QUANTICO, VA (\$31M)**

1. Responsible for overall construction activities for this construction management at risk contract with a guaranteed maximum price. This project at the Quantico Marine Corps Base consisted of demolition, earthwork, soils stabilization, utility installation, and roadway construction on over 490 acres. Mr. Myers was responsible for managing all aspects of construction, quality control, and contract administration. The timeline for delivery of pads were very tight; each pad turnover date was met for all nine sections of reconstruction. Weekly design reviews provided more efficient solutions to grading, paving, and utility relocations. For the highly-sensitive utility relocations that were required, AI test-pitted the utilities before the design was complete to provide a clear and concise plan that minimized the time required to execute the work. Through partnering with the geotechnical engineer and the client, AI utilized innovative solutions for lime-stabilizing high-plasticity soils to use them onsite which kept the project on schedule.

**Relevance to the Project**

- ✓ Design-Build
- ✓ New alignment roadway
- ✓ Utility coordination
- ✓ Value engineering

2. American Infrastructure, Construction Manager

3. 2003 – 2008

**COOPER RIVER BRIDGE DESIGN-BUILD PROJECT, CHARLESTON, SC (\$500M)**

1. Mr. Myers was one of two people responsible for managing the design process for this \$500 million interchange and cable-stay bridge project. Duties included coordination with several designers led by Parsons-Brinckerhoff to ensure that design package delivery, review, and approval met or exceeded the baseline schedule for over 2200 construction drawings. Mr. Myers managed the cost of the updated plans by comparing quantities to budget and coordinated all value-engineering opportunity discussions around those comparisons. He was also responsible for Quality Control of those plans for the Contractor which was in addition to the QC performed by the Designer. Once design was complete, his role transitioned to a Management role responsible for the managing the procurement, schedule, budget, safety, and production for the erection of over 200, 80 ton concrete girders on the Charleston Interchange portion of the project.

**Relevance to the Project**

- ✓ Design-Build
- ✓ Bridge construction
- ✓ Design oversight

2. Skanska; Design-Build Engineer/Manager

3. 2001 – 2003



## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>		
a. Name & Title: <b>GALE DICKERSON, P.E., CONSTRUCTION MANAGER</b>		
b. Project Assignment: <b>QUALITY ASSURANCE MANAGER</b>		
c. Name of Firm with which you are now associated: <b>VOLKERT, INC.</b>		
d. Years experience: With this Firm <u>3.5</u> Years With Other Firms <u>26</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.): <b>VOLKERT, INC., CONSTRUCTION MANAGER; 2009 - PRESENT:</b> Ms. Dickerson is responsible for management of construction inspection projects including the supervision of inspection personnel, QA activities including preparatory inspection meetings, and resolution of nonconformance issues to assure compliance with VDOT standards and client satisfaction. She works collaboratively with VDOT, engineers, and contractors to resolve design, construction, and quality issues. <b>VDOT, FREDERICKSBURG DISTRICT, AREA CONSTRUCTION ENGINEER; 2004 - 2009:</b> Ms. Dickerson was responsible for the direct oversight and management of contract construction for a wide range of projects related to highways, structures, drainage and maintenance in 11 counties. <b>VDOT, MATERIALS DIVISION, GEOTECHNICAL ENGINEER/ PROGRAM MANAGER; 2003 - 2004:</b> Ms. Dickerson managed operation of the geotechnical and soils lab. She also confirmed compliance with ASTM & Virginia Testing Methods. In addition, Ms. Dickerson provided guidance and direction to 9 district materials sections <b>VDOT, MAINTENANCE &amp; CONSTRUCTION DIVISIONS, IMMS PROJECT MANAGER; 1996 - 2003:</b> Ms. Dickerson identified and assigned work tasks to project team members. She developed and monitored budgets, schedules, and project plans, and prepared monthly reports.		
<b>EXPERIENCE RELEVANT TO THE PROJECT</b>		
▪ 25 Years of Experience	▪ QAM on 3 VDOT DB Projects	▪ VDOT QA/QC Procedures
▪ Road Widening	▪ Bridge Construction	▪ Intersection Improvements
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Tech, Blacksburg, VA/B.S./1982/Civil Engineering Graduate level courses in Systems Engineering, Civil Engineering, and Management at Virginia Tech, UVA, and VCU		
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1990/Professional Engineer/#20588		
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>MIDDLE GROUND BOULEVARD DESIGN-BUILD PROJECT, NEWPORT NEWS, VA, VDOT (\$32.5M)</b> 1. Ms. Dickerson is responsible for management of testing and inspection services to confirm that construction, material testing, and sampling performed by the D/B QC inspectors are in accordance with the contract requirements, including the VDOT IPD Design-Build Manual and the “approved for construction” plans and specifications. She manages the QA team and the QA/QC plan for the project. Her other responsibilities include the documentation of construction activities and acceptance of materials; verifying material certifications; monitoring and inspecting bridge beam, deck and substructure placements; and verifying that QC inspectors properly test engineering fills and complete submittal reviews. The project includes a new four-lane roadway connecting Jefferson Avenue to Warwick Boulevard, a bridge over the CSX Railroad, a turn lane and signal modifications, and traffic control installation. <b>Relevance to the Project</b> ✓ QAM for VDOT D/B project ✓ Urban area improvement project ✓ AI / RDA team project		
2. <i>Volkert; Quality Assurance Manager</i>	3. <i>August 2012-Anticipated Winter 2014</i>	



**VDOT ROUTE 29 APPROACHES AND BRIDGE OVER TYE RIVER DESIGN-BUILD PROJECT, AMHERST .NELSON COUNTIES, VA, (\$6.7M)**

1. Ms. Dickerson provided QA Management services during the design and construction of this new, 0.4-mile, 2-lane, prestressed-concrete girder bridge to replace a structurally deficient steel-girder bridge on the northbound lanes of Route 29. The project also raised the roadway profile to match the profile of the southbound bridge. Ms. Dickerson confirmed compliance with VDOT standards and developed the QA/QC plan, testing matrix, and inspection checklists for presentation to VDOT. She coordinated with VDOT's project manager and staff and IA/IV inspectors. To confirm compliance and avoid potential delays, Ms. Dickerson coordinated the required submissions, documents, and approvals well in advance of each work activity. Her responsibilities included preparation of the QA testing plan, review and approval of the QC testing plan, supervision of QA testing technicians, coordination with the testing laboratory, and review of testing results. She evaluated material documentation from suppliers to confirm compliance and worked with the construction QC team to anticipate and resolve field issues before schedule and budget were affected. Ms. Dickerson also prepared noncompliance reports, approved nonconformance recovery plans, and monitored corrective actions and retests.

**Relevance to the Project**

- ✓ QAM for VDOT D/B project
- ✓ AI project
- ✓ Bridge construction

2. *Volkert; Quality Assurance Manager*

3. *February 2010-April 2012*

**VDOT REPLACEMENT OF ROUTE 61 OVER THE NEW RIVER DESIGN-BUILD PROJECT, NARROWS, VA (\$22M)**

1. Ms. Dickerson is responsible for QA management during for the construction of this new, two-lane, pre-stressed concrete beam, bulb-T bridge that is replacing a structurally deficient bridge. She developed the QA/QC plan, testing matrix, and inspection checklists and made presentation to VDOT. She coordinates with VDOT project manager and staff and OIA/OVST inspectors. She informs the contractor of required submissions, documents, and approvals and confirming compliance to help avoid potential delays and manages QA inspection and materials testing. Ms. Dickerson also evaluates material documentation from suppliers to confirm compliance with specifications, applies CT numbers, and tracks them. She also confirms accurate maintenance of testing documentation and leads QA meetings prior to major work activities. Working with the construction QC team, she helps anticipate and resolve field issues before schedule and budget are affected. She also prepares noncompliance reports and approves nonconformance recovery plans, monitors corrective actions, and works with contractor on plan.

**Relevance to the Project**

- ✓ QAM for VDOT D/B project
- ✓ Developed overall QA/QC plan
- ✓ Bridge construction

2. *Volkert; Quality Assurance Manager*

3. *January 2011-Anticipated October 2013*

**VDOT ROUTE 33 ELTHAM BRIDGE REPLACEMENT AND ROADWAY RECONSTRUCTION, WEST POINT, VA(\$95.6M)**

1. Ms. Dickerson managed the construction activities associated with the reconstruction of a 2.395-mile segment of a primary roadway through a downtown corridor as well as the replacement of the Route 33 Eltham Bridge over the Pamunkey River. The project included a new four-lane bridge and the widening and reconstruction of Route 33 through West Point from three to five-lanes. Ms. Dickerson provided updates at the weekly town meeting, worked closely with the affected businesses, provided additional business location signage in the construction corridor, and provided media updates as construction phases changed. A partnering approach was used to build collaborative working relationships and establish a communication protocol to facilitate an efficient problem resolution process. She also monitored and analyzed schedules and budgets, coordinated with local and FHWA government officials and agencies, checked documentation.

**Relevance to the Project**

- ✓ Fredericksburg District roadway project
- ✓ Urban area improvements

2. *VDOT; Area Construction Engineer*

3. *December 2004 – February 2008*

**VDOT ROUTE 221 REALIGNMENT, ROANOKE, VA (\$20M)**

1. Ms. Dickerson managed the construction engineering inspections services for this ¾ mile widening project. Features include excavation and blasting, environmental, horizontal slope drains, concurrent construction of three bridges, temporary lane closures, and public outreach through five construction phases. Ms. Dickerson established partnering with VDOT, FHWA, local officials and utility providers. She oversaw materials testing; and monitored schedule, budget, work zone traffic controls, and compliance with federal regulations. Ms. Dickerson also oversaw documentation management and compliance to the FHWA's reporting requirements.

**Relevance to the Project**

- ✓ VDOT roadway widening project
- ✓ Coordinated extensive utility relocations

2. *Volkert; Construction Manager*

3. *September 2010-Anticipated August 2013*



## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
a. Name & Title: <b>DARELL L. FISCHER, P.E., PRINCIPAL/GENERAL MANAGER (RICHMOND OFFICE)</b>
b. Project Assignment: <b>DESIGN MANAGER (DM)</b>
c. Name of Firm with which you are now associated: <b>RINKER DESIGN ASSOCIATES, P.C.</b>
d. Years experience: With this Firm <u>  6  </u> Years With Other Firms <u> 21 </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.): <b>RINKER DESIGN ASSOCIATES, P. C., GENERAL MANAGER/PRINCIPAL; 2011 - PRESENT:</b> Mr. Fischer is responsible for allocating, overseeing and managing all designs performed in the Richmond Office or by another office for a project managed by the Richmond Office including roadway design, hydrology/hydraulic analysis, traffic analysis and design, construction plan preparation, R/W acquisition, utility coordination/design, environmental permitting, and environmental compliance. Duties include QA/QC, oversight of all subconsultant work and coordination with clients to ensure their satisfaction and product quality. Mr. Fischer is also responsible for staffing projects; hiring subconsultants; negotiating contracts with clients, contractors, and subconsultants; and project scheduling to ensure on-time/on-budget performance. <b>RINKER DESIGN ASSOCIATES, P. C., DIRECTOR OF TRANSPORTATION; 2007 - 2010:</b> Responsible for overseeing and managing all design elements associated with roadway design, hydrology/hydraulic analysis, traffic analysis and design, and construction plan preparation. Duties include Quality Assurance and Quality Control (QA/QC) for services provided out of the Fredericksburg Office, oversight of all subconsultant work and coordination with clients to ensure client satisfaction and product quality. <b>JOHNSON, MIRMIRAN &amp; THOMPSON, INC, VICE PRESIDENT/BRANCH MANAGER; 2000-2007:</b> Responsible for obtaining the work, executing the work and ensuring the quality of all work produced by the Richmond Office of JMT, oversight of all disciplines of work to include: roadway, drainage, structures, survey, construction inspection and environmental. Additionally, responsible for contractual obligations with clients and subconsultants as well as project management on many key projects. Responsible for the daily office operations to include: hiring, firing, raises, evaluations, dispute resolution, resource allocation, manpower projections and marketing. <b>CARTER &amp; BURGESS, INC., SENIOR PROJECT MANAGER; 1998-2000:</b> Responsible for the design and management of projects associated with roadway and H&HA designs. Duties included daily coordination with design staff, coordination with subconsultants and coordination with clients. Duties also included providing design changes during construction due to changed field conditions. <b>SUMMARY OF RELEVANT EXPERIENCE</b> <ul style="list-style-type: none"><li>▪ 27 years of Transportation Design</li><li>▪ 20 years of Design Management</li><li>▪ DM on 5 DB projects</li><li>▪ Road Widening</li><li>▪ Design QA/QC</li><li>▪ Intersection Improvements</li></ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Polytechnic Institute and State University (Blacksburg, VA) / BS / 1986 / Civil
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1992/Professional Engineer/023296
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"><li>1. <i>Note your specific responsibilities and authorities for each assignment, not those of the firm.</i></li><li>2. <i>Note whether experience is with current firm or with other firm.</i></li><li>3. <i>Provide beginning and end dates for each assignment.</i></li></ol> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>



### **VDOT MIDDLE GROUND BOULEVARD EXTENSION DESIGN-BUILD, NEWPORT NEWS, VA (\$32.5M)**

1. Mr. Fischer is responsible for the design, management and design QA/QC for complete construction plans. The project scope includes the development of roadway design on new alignment and widening of highly congested, urban roadways. Additional scope of work includes utility coordination and design; TMP; E&S and environmental permitting; oversight of bridge design; and oversight of geotechnical analysis. The plans are being developed in work packages so that AI can initiate construction prior to final approval providing schedule flexibility. The TMP design along the congested roadways presented unique challenges to ensure driver and construction personnel safety. Collaboration with AI's construction staff for the TMP design has included specific sequencing needs in the design to address means and methods of construction. Environmental permitting was accelerated and acquired in five months to begin construction ahead of schedule.

#### **Relevance to the Project**

- ✓ D/B project teamed with AI
- ✓ Road widening
- ✓ New alignment roadway
- ✓ Bridge construction
- ✓ Complex TMP
- ✓ Pedestrian access
- ✓ Utility relocations

2. *Rinker Design Associates, P.C.; Design Manager*

3. *June 2011 – Anticipated December 2014*

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

1. Mr. Fischer is responsible for the design, management and QA/QC for complete roadway construction plans. The project scope includes the development of roadway widening along Elm Avenue, on and off-ramps for I-581/Route 220 and shoulder improvement along I-581/Route 220 approach. Mr. Fischer's project responsibilities include the design oversight of TMP, utility coordination/design, bridge reconstruction/widening design and geotechnical analysis. He is responsible for coordinating with AI, VDOT, the City of Roanoke, and utility companies to ensure that the design requirements of the contract are being met and the design and associated services are expedited. The TMP on this project requires significant integration of the roadway and bridge designers as it encompasses both bridge widening and the adjacent roadway work. In order to accommodate adequate taper lengths, the project design reconstructs medians and roadway beyond the project limits to simplify the construction sequencing.

#### **Relevance to the Project**

- ✓ D/B project teamed with AI
- ✓ Complex TMP
- ✓ Road widening
- ✓ Bridge construction
- ✓ Utility relocations

2. *Rinker Design Associates, P.C.; Design Manager*

3. *August 2012 – Anticipated August 2015*

### **VDOT ROUTE 36 IMPROVEMENTS DESIGN-BUILD PROJECT, PRINCE GEORGE COUNTY, VA (\$8.2M)**

1. Mr. Fischer was responsible for design management and QA/QC for complete construction plans. The project scope included the road widening and new alignment roadways, drainage design, SWM, TMP, utility coordination/design, and environmental compliance. Mr. Fischer was responsible for coordinating with the contractor, VDOT and each utility company to ensure the design requirements of the contract were met and the schedule was expedited. Environmental compliance included reanalysis and testing of the potential for naturally occurring hazard materials and VOC's, reevaluation of drainage outfalls, and creative solutions to mitigate both issues. Additionally, the TMP design required construction team coordination to implement an approach that worked with the means, methods and sequencing.

#### **Relevance to the Project**

- ✓ D/B project
- ✓ Complex TMP
- ✓ Road widening
- ✓ New alignment roadway
- ✓ Utility relocations
- ✓ Environmental compliance

2. *Rinker Design Associates, P.C.; Design Manager*

3. *November 2008 – December 2012*

### **JAMES MADISON HIGHWAY (ROUTE 15) PPTA PROJECT, PRINCE WILLIAM COUNTY, VA (\$56.4M)**

1. Mr. Fischer was responsible for independent reviews of the plans and computations at each design schedule milestone. QC reviews included plan quality, content and constructability. Project responsibilities also included development of TMP/MOT for approximately five miles of roadway widening. TMP/MOT design for this project was one of the first to follow the more stringent TMP requirements and was successfully implemented.

#### **Relevance to the Project**

- ✓ D/B project
- ✓ Complex TMP
- ✓ Road widening
- ✓ New Alignment roadway
- ✓ Large overhead utilities

2. *Rinker Design Associates, P.C.; Quality Control Manager*

3. *February 2007 – December 2009*

### **CROSSPOINTE CENTRE ROADWAY IMPROVEMENTS DESIGN-BUILD PROJECT, PRINCE GEORGE COUNTY, VA (\$7.9M)**

1. Mr. Fischer was responsible for the design, management and QA/QC for complete construction plans to include roadway design, traffic engineering, TMP/MOT, H&HA analysis, and drainage design. He was also responsible for QC inspection during construction and coordination of the geotechnical subcontractor for design and construction. The project involved 2.2 miles of new roadway construction and 1.5 miles of road widening.

#### **Relevance to the Project**

- ✓ D/B Project
- ✓ Road widening
- ✓ New alignment roadway
- ✓ Utility relocations
- ✓ Environmental compliance

2. *Rinker Design Associates, P.C.; Project Manager*

3. *November 2008 – November 2012*



## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
a. Name & Title: <b>ROBERT ACKLEY, CONSTRUCTION MANAGER</b>
b. Project Assignment: <b>CONSTRUCTION MANAGER</b>
c. Name of Firm with which you are now associated: <b>AMERICAN INFRASTRUCTURE</b>
d. Years experience: With this Firm <u>10</u> Years With Other Firms <u>13</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.): <b>AMERICAN INFRASTRUCTURE, CONSTRUCTION MANAGER; 2003- PRESENT:</b> Responsible for managing all aspects of his projects including construction quality control and erosion and sediment control. Mr. Ackley oversees all construction activities to ensure project delivery that meets or exceeds all expectations of quality, timeliness, and budget. His responsibilities include managing the overall project schedule, planning and scheduling work activities, coordinating submittals, preparing pay estimates, and estimating and negotiating changes to the scope of work. Mr. Ackley is also responsible for coordination with the owner, design consultants, private utility owners, and the public and other stakeholders for his projects. His experience and expertise managing construction and quality control includes the Route 60 and German School Road project and Watkins Center Parkway at Westchester Commons project. On both of these projects, Through his experience on these two projects, Mr. Ackley has become an expert at extensive utility coordination, coordinating redesigns to meet field conditions, safely managing traffic control and coordinating with communities to keep them informed of construction progress. He is also skilled at constructing projects with multi-jurisdictional involvement and has worked with the City of Manassas on the Fairview Avenue project, the City of Richmond on the Route 60 project, and is working with the City of Roanoke on the I-581/Elm Avenue Interchange Improvements Project. <b>NEW CONSTRUCTION, INC; CONSTRUCTION MANAGER; 2000 - 2003:</b> At New Construction Inc., a civil contractor in Northern Virginia, Mr. Ackley's responsibilities included managing all aspects of VDOT construction projects, estimating and proposal preparation. He was responsible for construction quality control, erosion and sediment control, contract administration, planning and scheduling work activities, and coordinating with third party stakeholders as required. Mr. Ackley managed up to three projects concurrently with contracts ranging up to approximately \$14M. <b>VIRGINIA DEPARTMENT OF TRANSPORTATION; ENGINEERING TECHNICIAN SUPERVISOR; 1994 - 2000:</b> Mr. Ackley started with VDOT performing geological surveys, was promoted to Transportation Inspector in 1996, and became the Engineering Technician Supervisor in 1998. His responsibilities included supervising construction of roadways, drainage, box culverts, and bridges. He coordinated with local officials and stakeholders for project progress, issues, and plan changes. He oversaw subcontractors, authorized invoices, prepared monthly estimates, approved change orders, and managed plan changes. He evaluated soils for stability and recommended remediation actions for unsuitable subgrades, and performed foundation inspections. In addition, Mr. Ackley participated in value engineering reviews for all scope items on projects over \$1M as part of the review panel. <b>EXPERIENCE RELEVANT TO THE PROJECT</b> <ul style="list-style-type: none"><li>▪ 23 yrs of Experience</li><li>▪ 11 VDOT Roadway Projects</li><li>▪ ESCCC &amp; DCR RLD Certifications</li><li>▪ Utility Coordination</li><li>▪ Construction Quality Control</li><li>▪ Coordination with multiple jurisdictions</li></ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: King George High School/Diploma/1989
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 2008/Erosion and Sediment Control Contractor Certification/ #5141C 2008/Virginia DCR Responsible Land Disturber Certification/#36835
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"><li>1. <i>Note your specific responsibilities and authorities for each assignment, not those of the firm.</i></li><li>2. <i>Note whether experience is with current firm or with other firm.</i></li><li>3. <i>Provide beginning and end dates for each assignment.</i></li></ol> <b>(List at least three (3), but no more than five (5) relevant projects for which you have performed a similar function.)</b>



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

1. Mr. Ackley is responsible for overall construction activities, construction quality management, and contract administration for the project. The project scope includes roadway widening along Elm Avenue, on and off-ramps for I-581/Route 220 and shoulder improvement along I-581/Route 220. The bridge over I-581 is a 220' four-span bridge that requires complete superstructure replacement and widening of the superstructure. The bridge over NS railroad is a 155' three-span bridge. The complex traffic control required for this project includes managing a high volume of traffic and maintaining access to Carillion Medical Center during construction.

#### **Relevance to the Project**

- ✓ D/B project with RDA
- ✓ Road widening
- ✓ Bridge construction
- ✓ Complex TMP/MOT
- ✓ Coordination with the City

2. *American Infrastructure; Construction Manager*
3. *Jan 2013 – Anticipated August 2015*

### **VDOT ROUTE 60 AND GERMAN SCHOOL ROAD, RICHMOND, VA (\$45.5M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality management and contract administration for the project. Specific construction activities included construction of 2.5 miles of six-lane roadway, installation of gas, water, sanitary, storm sewer, landscaping and lighting. Mr. Ackley was responsible for proactive identification of utility conflicts and coordination of utility relocations with Dominion Virginia Power (DVP), Verizon, and the City of Richmond before they became critical to the schedule. To safely perform the work in accordance with the MOT Plan, the majority of work on Route 60 was completed during the night-time hours. However, the work on German School Road was performed during the daytime hours due to a large number of residential homes. This dual-shift approach minimized disruption to the traffic on Route 60 during the day and avoided impacting local residents on German School Road with night-time construction. This project was completed eight months ahead of schedule including additional scope of work and Mr. Ackley and his team scored above 95% on all VDOT CPE's.

#### **Relevance to the Project**

- ✓ Road widening
- ✓ Structures
- ✓ Complex TMP/MOT
- ✓ Coordination with the City
- ✓ Coordination with DVP

2. *American Infrastructure; Construction Manager*
3. *2010 – 2012*

### **WATKINS CENTER PARKWAY AT WESTCHESTER COMMONS PROJECT, MIDLOTHIAN, VA (\$50M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality management, and contract administration required for the project. Project scope included development of the 140-acre commercial site, nearly three miles of new roadway, widening of Route 60 from two to six-lanes, and intersection and ramp improvements at Route 288 and Watkins Center Parkway. Mr. Ackley oversaw installation of utility infrastructure for Dominion Virginia Power including duct banks, conduits, junction boxes, vaults, and transformer pads. He organized and led weekly planning meetings with Construction Managers from all utility companies to focus on coordination. Mr. Ackley implemented the TMP/MOT plan and managed numerous traffic shifts and daily lane closures. He coordinated media notifications of the traffic shifts and other pertinent information for commuters.

#### **Relevance to the Project**

- ✓ Road widening
- ✓ New alignment
- ✓ Structures
- ✓ Roundabouts (4)
- ✓ Complex TMP/MOT
- ✓ Coordination with DVP

2. *American Infrastructure; Construction Manager*
3. *2007 – 2009*

### **TARTAN HILLS PARKWAY, MANASSAS, VA (\$9M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality control, and contract administration for this project. Construction of this two-lane divided roadway facilitates access for new housing construction. Project scope included construction of two roundabouts under traffic, and installation of a three-mile long precast arch structure over an unnamed tributary. Phased construction was utilized to maintain local traffic during construction. Mr. Ackley coordinated with Dominion Virginia Power to facilitate excavation within the easement for overhead transmission lines. The project involved coordination with both VDOT and Prince William County and was built to VDOT specs.

#### **Relevance to the Project**

- ✓ New alignment
- ✓ Roundabouts (2)
- ✓ TMP/MOT
- ✓ Coordination DVP

2. *American Infrastructure; Construction Manager*
3. *2003 – 2004*

### **VDOT FAIRVIEW AVENUE, CITY OF MANASSAS, VA (\$7M)**

1. Mr. Ackley was responsible for overall construction activities, construction quality control, and contract administration for the project. The project widened approximately one mile of roadway from two to four-lanes on Fairview Avenue, and managed heavy traffic volume on this collection route from the City of Manassas to the Prince William Parkway. Utility installation work included gas, water, sewer, and electrical. Project scope of work also included stormwater management and basins; curb and gutter; islands; and paving. Mr. Ackley managed coordination and inspection with VDOT and the City of Manassas.

#### **Relevance to the Project**

- ✓ Road widening
- ✓ High volume of traffic
- ✓ Coordination with the City

2. *New Construction; Construction Manager*
3. *2002 – 2003*



## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>									
a. Name & Title: <b>THOMAS HEIL, P.E.; DESIGN-BUILD / ENVIRONMENTAL MANAGER</b>									
b. Project Assignment: <b>LEAD ENVIRONMENTAL MANAGER</b>									
c. Name of Firm with which you are now associated: <b>AMERICAN INFRASTRUCTURE</b>									
d. Years experience: With this Firm <u>&lt;1</u> Years With Other Firms <u>26</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.): <b>AMERICAN INFRASTRUCTURE, DESIGN-BUILD / ENVIRONMENTAL MANAGER; DECEMBER 2012 - PRESENT:</b> Mr. Heil leads the design-build proposal effort for select projects in Virginia is responsible for overseeing environmental compliance on specific project assignments. As environmental manager, Mr. Heil manages all environmental aspects of a project including NEPA compliance; preparation of reevaluations if necessary; and preparation of environmental investigations associated with natural, cultural, and historical resources. As Environmental Manager for the \$1.4B US 460 Corridor Improvements project, Mr. Heil is responsible for all environmental issues associated with the 55-mile, 9 interchange project. He is overseeing environmental investigations associated with natural and cultural resources including a Phase II/III investigations and Section 106 compliance, and preparation and acquisition of all project related permits. Mr. Heil and his staff are working closely with VDOT GEC staff and supported by design consultants to secure NEPA reevaluation associated with the interchanges by November 2013. <b>RK&amp;K, DIRECTOR, TRANSPORTATION; 2008 - 2012:</b> Mr. Heil was charged with opening and building an RK&K office in Fairfax County, VA to serve the environmental and transportation needs of the region. He was responsible for growing the brand and business of RK&K in the region with special focus on VDOT, Federal and local municipal clients, including client coordination, project issues and ensuring all products met strict quality standards and guidelines. Included with this role were project management responsibilities for large environmental and transportation on-call design contracts, including serving as an environmental manager of both D/B and DBB projects. In this role, Mr. Heil worked closely with VDOT staff and personnel in Central Office and NOVA, Richmond, Staunton and Hampton Roads Districts managing environmental and transportation projects. <b>RK&amp;K, ENVIRONMENTAL ASSOCIATE; 2002 - 2008:</b> Mr. Heil was responsible for company-wide environmental support, serving as the environmental subject matter expert and preparing/supporting NEPA documents (CE's, EA's and EIS's) and environmental permitting efforts throughout the company. In this role, Mr. Heil was involved with the <i>Wilmington Waterfront and Indian River Environmental Assessment</i> , including negotiating Section 106 MOA and FHWA FONSI finding in concert with the DOT. He was also involved in the environmental compliance platform for the ICC D/B project, including development of the oversight and reporting structure and quality to the DOT and FWHA. Additionally, he served as project manager to the USACE preparing environmental restoration design projects for their Civil Works program including preparation of supplemental documentation and design compliance findings to ensure all design activities were consistent with the NEPA document / FONSI. <b>POTOMAC CROSSING CONSULTANTS GEC (RK&amp;K / PB / URS JV), ENVIRONMENTAL MANAGER; 1997 - 2002:</b> Mr. Heil was responsible for all natural resource aspects of reconstruction of the main bridge and four interchanges. Specific NEPA responsibilities included leading the Team in supporting FHWA in preparation of a draft and final EIS and revised ROW, environmental summaries, CE's and reevaluations. Mr. Heil led efforts associated with wetland mitigation, stream restoration and Section 4(f)/106 processes and lead negotiations with state and federal regulatory agencies in MD, VA, and D.C. regarding the scope of projects required in the mitigation package. <b>EXPERIENCE RELEVANT TO THE PROJECT</b> <table border="0" style="width: 100%;"><tr><td>■ 26 Yrs Engineering Experience</td><td>■ 8 Completed D/B Projects for VDOT and/or Federal Agencies</td><td>■ 20 NEPA Documents Prepared (including PCE, CE, EA &amp; EIS)</td></tr><tr><td>■ 16 Yrs Environmental Project Management</td><td>■ Section 7, Section 106 MOA and Section 4(f) Experience</td><td>■ Experience with FHWA and USACE obtaining FONSI / ROD</td></tr><tr><td>■ Water Quality Permitting and Compliance Expertise</td><td></td><td>■ Section 404/401 experience</td></tr></table>	■ 26 Yrs Engineering Experience	■ 8 Completed D/B Projects for VDOT and/or Federal Agencies	■ 20 NEPA Documents Prepared (including PCE, CE, EA & EIS)	■ 16 Yrs Environmental Project Management	■ Section 7, Section 106 MOA and Section 4(f) Experience	■ Experience with FHWA and USACE obtaining FONSI / ROD	■ Water Quality Permitting and Compliance Expertise		■ Section 404/401 experience
■ 26 Yrs Engineering Experience	■ 8 Completed D/B Projects for VDOT and/or Federal Agencies	■ 20 NEPA Documents Prepared (including PCE, CE, EA & EIS)							
■ 16 Yrs Environmental Project Management	■ Section 7, Section 106 MOA and Section 4(f) Experience	■ Experience with FHWA and USACE obtaining FONSI / ROD							
■ Water Quality Permitting and Compliance Expertise		■ Section 404/401 experience							
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: University of Maryland, College Park/MS/1995/Civil Engineering (Water Resources) University of Maine, Orono/BS/1986/Civil Engineering									
f. Active Registration: Year First Registered/ Discipline/VA Registration #:									



- g. Document the extent and depth of your experience and qualifications relevant to the Project.
1. *Note your specific responsibilities and authorities for each assignment, not those of the firm.*
  2. *Note whether experience is with current firm or with other firm.*
  3. *Provide beginning and end dates for each assignment.*

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

**VDOT I-81 TRUCK CLIMBING LANES DESIGN-BUILD PROJECT; Rockbridge County, VA (\$74.5M Construction)**

1. As a subconsultant to AECOM for approximately 7 miles of truck climbing lanes along NB I-81, Mr. Heil was responsible for all project related environmental documentation. He led permitting efforts including VDOT/Agency coordination through the IACM, Section 404/401 Joint Permit Application, NEPA reevaluation and Section 106 MOA compliance, wetland and Waters of the US impact minimization and mitigation design and VSMP approval including E/SC compliance reviews. Following design and acquisition of permits, Mr. Heil prepared and assisted in the execution of the environmental compliance plan during construction. He completed on-site, independent inspections of the work area and provided support to the QAM in addressing and resolving non-conforming situations related to wetlands, streams and erosion and sediment controls.
  - Relevance to the Project**
  - ✓ *Water quality permitting and compliance*
  - ✓ *NEPA documents (CE)*
  - ✓ *Section 106 compliance / implementation*
  - ✓ *Design and construction environmental compliance verification*
2. *RK&K; D/B Environmental Manager* 3. *2008-2012*

**FORT BELVOIR BRIDGE REPLACEMENT DESIGN-BUILD PROJECT; Fairfax County, VA (\$3M - construction)**

1. As design/environmental manager for the Farrar Road Bridge (\$2.5M) project and the Poe Road Scour Countermeasure (\$0.5M) project, Mr. Heil coordinated environmental activities including detailed environmental surveys for wetland, waters of the US, threatened and endangered plant and animal species, tree surveys, geomorphological and riparian corridor assessments. Design activities include hydrologic/hydraulic analysis linked to preliminary roadway and bridge design, scour computation, river training/stabilization, scour countermeasures, permitting, tree impact assessments and planting plans and design plan coordination /approvals from the Department of the Army. In addition, Mr. Heil was responsible for environmental compliance during construction including working with DA personnel to ensure compliance with the projects NEPA document and all permit conditions.
  - Relevance to the Project**
  - ✓ *Section 401/401 water quality permits*
  - ✓ *T & E species habitat assessments / compliance*
  - ✓ *Section 106 MOA*
  - ✓ *Final EA / FONSI conformance*
  - ✓ *Design and construction environmental compliance verification*
2. *RK&K; Design / Environmental Manager* 3. *2009 - 2012*

**VDOT I-64 HAMPTON ROADS BRIDGE TUNNEL (HRBT) EIS; Hampton and Norfolk, VA (\$4.24M - study)**

1. Mr. Heil served as the Design/Environmental Manager for a study that includes all required activities to complete a Draft (DEIS) for 11.7 miles of the I-64 corridor extending from I-664 in Hampton to I-564 in Norfolk, including the Hampton Roads Bridge Tunnel. His responsibilities included day-to-day oversight and management of public and agency involvement, traffic studies, engineering studies and alternative analysis, and all environmental studies, specifically architectural and archaeological surveys and Section 106 coordination with VDHR, identification of parkland and recreational resources and preparation of the draft Section 4(f) evaluation, including Section 106 resources and de minimus findings, hazardous material assessment and air and noise studies.
  - Relevance to the Project**
  - ✓ *NEPA documents*
  - ✓ *Preliminary engineering and avoidance studies*
  - ✓ *Section 106 compliance*
  - ✓ *Section 4(f) documentation*
  - ✓ *Draft EIS*
2. *RK&K; Design / Environmental Manager* 3. *2010-2012*

**VDOT ENVIRONMENTAL DOCUMENT AND RELATED SERVICES; Statewide, VA (\$2M/Year Maximum - study)**

1. Mr. Heil served as subconsultant environmental project manager overseeing environmental document services to satisfy NEPA and other environmental regulations requirements for task order projects. Specific projects assigned under this contract include Environmental Assessments for Route 501 over the James River, I-395 HOV Ramp at Seminary Road, and Route 460 Interchange at Odd Fellows Road. As the subconsultant, Mr. Heil's role in each of these projects has focused on providing environmental document support in the areas of scoping and agency coordination, development of purpose and need statements, preparing socioeconomic and secondary and cumulative effects technical reports, developing the Draft/Final EA, and addressing public comments. While with RK&K, Mr. Heil oversaw completion of two of the three projects.
  - Relevance to the Project**
  - ✓ *NEPA documents*
  - ✓ *Natural / cultural resource assessments*
  - ✓ *Final environmental assessment*
  - ✓ *FHWA FONSI*
2. *RK&K; Environmental Project Manager* 3. *2010 - 2012*



# ATTACHMENT 3.3.1

## KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>								
a. Name & Title: <b>JAMES J. STREET, SENIOR RIGHT OF WAY AGENT (FREDERICKSBURG OFFICE)</b>								
b. Project Assignment: <b>LEAD RIGHT OF WAY MANAGER</b>								
c. Name of Firm with which you are now associated: <b>RINKER DESIGN ASSOCIATES, P.C.</b>								
d. Years experience: With this Firm <u>&lt;1</u> Year With Other Firms <u>37</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.): <b>RINKER DESIGN ASSOCIATES, P. C., SENIOR RIGHT OF WAY AGENT; 2012 - PRESENT:</b> Mr. Street manages right-of-way acquisitions for VDOT and locality projects in Prince William County. He provides guidance to RDA Staff and Clients, as needed, regarding the requirements for acquisitions. He utilizes RUMS as a reporting tool for negotiations, and assists in creating a Parcel Summary for locality projects not requiring the use of RUMS. Mr. Street is also responsible to review and correct offer packages prior to meeting with the landowner, review Negotiation Report packages prior to their submission to the Client, and negotiate for the acquisition of real estate interests needed. Since joining the RDA team, he has negotiated for the acquisition of real estate interests needed on Route 340 in Warren County for VDOT and Tripoli Boulevard in Prince William County for the Town of Dumfries. <b>VIRGINIA DEPARTMENT OF TRANSPORTATION, SENIOR RIGHT OF WAY AGENT; 1998 - 2012:</b> Mr. Street supervised and negotiated the acquisition of needed real estate interests on various projects throughout the Fredericksburg District for parcels of varying complexity. The parcels he negotiated for included properties encumbered by historic or conservation easements, Limited Access Interstate, developing residential and commercial properties encumbered by proffers, residential properties, properties whose owners were unknown, incompetent or under age, properties owned by Churches, nonprofit entities, corporations, limited liability companies, partnerships and trusts. Mr. Street performed title examinations, managed the legal document preparation process, and arranged the release of any encumbrances. He closed the acquisition of properties ensuring the conveyance of clear title of the acquired areas to the Commonwealth. As one of the most experienced staff ROW professionals, he provided guidance to the Fredericksburg, Culpeper and NOVA ROW Sections as well as other Sections within VDOT regarding acquisition procedures, legal requirements of the Code of Virginia as it pertained to the acquisition process, VDOT's Right of Way and Utilities Manual, Right of Way Instructional and Informational Memoranda, and other policies and procedures within VDOT. Mr. Street created legal documents for specific situations with unusual circumstances including developing language, making holders of historic and conservation easements, parties to the required legal documents. <b>SUMMARY OF RELEVANT EXPERIENCE</b> <table border="0"><tr><td>▪ 37 years ROW experience</td><td>▪ 17 years of ROW project management</td><td>▪ Negotiations of varying degrees of difficulty</td></tr><tr><td>▪ Acquisition of historically and culturally encumbered properties</td><td>▪ VDOT ROW Manual expert</td><td>▪ VDOT prequalified</td></tr></table>			▪ 37 years ROW experience	▪ 17 years of ROW project management	▪ Negotiations of varying degrees of difficulty	▪ Acquisition of historically and culturally encumbered properties	▪ VDOT ROW Manual expert	▪ VDOT prequalified
▪ 37 years ROW experience	▪ 17 years of ROW project management	▪ Negotiations of varying degrees of difficulty						
▪ Acquisition of historically and culturally encumbered properties	▪ VDOT ROW Manual expert	▪ VDOT prequalified						
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: James Monroe High School, Fredericksburg, VA/High School Diploma/1973								
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>								



**VDOT ROUTE 218, Falmouth, VA**

1. Mr. Street coordinated acquisition of 28 parcels for this project. The ROW acquisition included Carlton, a parcel under a Department of Historic Resources protective easement requiring contact with the DHR area representative, VDOT Environmental Section, and the contract consultant performing the actual negotiations. Carlton is a single family colonial dwelling with outbuildings from the mid-1700's overlooking the Towns of Fredericksburg and Falmouth. Early coordination between the landowner, DHR, ROW, Location and Design and Environmental Sections proved vital in the completion of this acquisition.
2. VDOT; Senior Right of Way Agent
3. January 2011 – August 2012

**Relevance to the Project**

- ✓ Acquisition of historically and culturally encumbered property
- ✓ Coordination of multiple parties with varying interests

**VDOT ROUTE 604, King William County, VA**

1. Mr. Street coordinated the acquisition of 22 parcels for this project. The parcel under a Virginia Outdoors Foundation protective easement required the involvement of the VOF area representative, VDOT Environmental Section, and staff negotiators performing the actual negotiations. Early coordination between the landowner, VOF, ROW, Location and Design and Environmental Sections proved vital in the completion of this acquisition.
2. VDOT; Senior Right of Way Agent
3. February 2011 – May 2012

**Relevance to the Project**

- ✓ Acquisition of environmentally encumbered property
- ✓ Coordination of multiple parties with varying interests

**VDOT ROUTE 3 WIDENING, Spotsylvania County, VA**

1. Mr. Street coordinated the acquisition of 15 parcels in the ownership of the National Park Service for this project. Contact was required with the NPS officials, VDOT Environmental Section, and staff negotiators performing the actual negotiations. Early coordination between the landowner, NPS, ROW, Location and Design and Environmental Sections proved vital in the completion of this acquisition.
2. VDOT; Senior Right of Way Agent
3. November 2007 – December 2008

**Relevance to the Project**

- ✓ Acquisition of land owned by National Park Service
- ✓ Coordination of multiple parties with varying interests

**VDOT ROUTE 340, Warren County, VA**

1. Mr. Street negotiated the acquisition of 20 parcels with varying ownership. He coordinated plan and plat updates, investigated and responded to landowner questions and/or concerns, and prepared complete and detailed reports of negotiation via RUMS as required.
2. Rinker Design Associates, P.C.; Senior Right of Way Agent
3. August 2012 – Anticipated August 2013

**Relevance to the Project**

- ✓ Complex negotiations
- ✓ Coordination with multiple parties

**MIDDLE GROUND BOULEVARD EXTENSION DESIGN-BUILD PROJECT, Newport News, VA**

1. Senior Right of Way Agent responsible for quality control, record keeping and reporting completion of negotiations within RUMS as required by VDOT for all of its design-build projects.
2. Rinker Design Associates, P. C.; Senior Right of Way Agent
3. September 2011– May 2013 (estimated)

**Relevance to the Project**

- ✓ Design-Build
- ✓ Teamed with AI
- ✓ Quality Control & Record Keeping



**Appendix 3.4.1 Work  
History Forms**

**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: <b>ROUTE 60 AND GERMAN SCHOOL ROAD PROJECT</b> Location: <b>Richmond, VA</b>	Name: <b>AECOM</b>	Name of Client / Owner: <b>VDOT</b> Phone: <b>804-524-6211</b> Project Manager: <b>Harold Dyson</b> Phone: <b>804-276-6231</b> Email: <b>hdyson@amtengineering.com</b>	<b>08/2013</b>	<b>12/2012</b> Completed early through schedule acceleration.	<b>\$35,412</b>	<b>\$45,584</b> Increase due to extensive design changes, utility conflicts, and quantity overruns.	<b>\$45,584</b>

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly.

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

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

**PROJECT DESCRIPTION** - The Route 60 project consisted of a total of 4.5 miles of roadway reconstruction and widening on Midlothian Turnpike (six-lane divided highway) and German School Rd. The project scope included curb and gutter; concrete flatwork; paving; lighting; landscaping; and improvements to gas, water, sanitary sewer, and storm sewer.

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

*"American Infrastructure proved to be an excellent partner working with the agency through a host of issues on the Route 60/German School project in the City of Richmond and delivered the job ahead of the scheduled completion date." - Harold Dyson, VDOT*

**LESSONS LEARNED FOR THE PROJECT**

- **Safety and Public Impacts** - To safely perform the work in accordance with the MOT Plan, crews had to complete the majority of work on Route 60 during the night time hours. However, the work on German School Road had to be performed during the daytime hours due to a large number of residential homes. This dual-shift approach minimized disruption to the traffic on Route 60 during the day, minimized safety risks to AI crews and the public, and avoided impacting local residents on German School Road with night-time construction.
- **Utility Coordination** - Utility conflicts were identified proactively before they became critical to the schedule. By identifying issues in the planning stages, construction progress was not halted by conflicts. In addition, the project team had alternative work operations planned and prepared. When unexpected conflicts were encountered, AI crews moved quickly to another work operation without delaying the schedule or jeopardizing safety.
- **Formal Partnering** - Through formal partnering on this project, a good relationship between VDOT and AI's construction team was developed and maintained. The significant change negotiations were successful because of the teaming relationships created and the approach by all parties to put the success of the project above personal agendas.
- **Recent Relevant Experience** - Several members the AI's construction team for the Project worked on the Route 60 project. Robert Ackley (CM), Fran Purcell (Superintendent) and Troy Corey (Field Utility Coordinator) worked together with oversight by Aaron Myers (DBPM) to successfully managed similar risks to the Project including multi-jurisdictional inspection, utility coordination and relocation, challenging MOT issues including maintaining access for local residents and businesses during construction.

**Relevance to the Project**

- ✓ VDOT project
- ✓ Urban location
- ✓ Road widening
- ✓ Utility coordination
- ✓ Challenging MOT



*German School Road North completed*



*Route 60 West Bound completed*



**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

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					Original Contract Value	Final or Estimated Contract Value	
Name: <b>MIDDLE GROUND BOULEVARD EXTENSION DESIGN-BUILD PROJECT</b> Location: <b>Newport News, VA</b>	Name: <b>RDA</b> 	Name of Client / Owner.: <b>VDOT</b> Phone: <b>757-253-5367</b> Project Manager: <b>Thomas Druhot</b> Phone: <b>757-592-6068</b> Email: <b>Thomas.Druhot@VDOT.virginia.gov</b>	<b>12/2014</b>	<b>12/2014</b>	<b>\$32,653</b>	<b>\$38,936</b> HRSD Betterment of \$5.2M contributed to increase in contract value	<b>\$38,936</b>

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly.

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- There have been zero recordable safety incidents for over 45,000 man hours on the project.
- Accelerated design and early utility relocations have maintained the original project completion date with additional scope of work.
- Quality improvements to the design that reduce future maintenance include using concrete girders in place of structural steel and changing the bridge structure from three-span to two-span.
- Traffic impacts to the public were minimized by utilizing soil stabilization for unsuitable soils in lieu of waste which would have created additional truck traffic.

**Relevance to the Project**

- ✓ Roadway widening
- ✓ New alignment roadway
- ✓ Bridge construction
- ✓ Complex TMP/MOT
- ✓ Pedestrian access
- ✓ Utility coordination

**PROJECT DESCRIPTION** - This project extends Middle Ground Boulevard from its current termini at Route 143 (Jefferson Avenue) approximately 1.2 miles to Route 60. AI is responsible for overall design and construction including 1.2 miles of primarily new mainline four-lane divided highway, and widening of Jefferson Avenue and Warwick Boulevard to provide turn lanes to the new roadway, and intersection improvements. Additional scope of work includes a bridge over CSXT Railroad; utility coordination and relocations, installation of a mainline shared-use path, and ROW acquisition of 72 parcels with 56 relocations required.



*New Middle Ground Boulevard Mainline looking toward Nat Turner Boulevard*

Following award of the project, AI worked with the City of Newport News and Hampton Roads Sanitation District (HRSD) to add a betterment to the project that provides the City of Newport News with a system that will accommodate future growth in the area. Early coordination of this additional work, as well as early utility locations required, has allowed the AI Team to maintain the original project completion date.



*Installation of storm drainage pipe*

The project team is maintaining access to private and commercial properties during reconstruct of entrances through continuous coordination and a strong public communication plan which is being implemented by Pulsar. Pedestrian access is being maintained at the work sites at Jefferson Avenue, Nat Turner Boulevard, Nettles Drive, and Warwick Boulevard. The AI Team developed an alternative TMP which implemented a short detour to keep two lanes of traffic open and eliminate the use of flagmen in three locations. This change has minimized safety risks and kept traffic moving.

**LESSONS LEARNED FOR THE PROJECT**

- **Utility Coordination** – Utilities affected by this project include Dominion Virginia Power, Newport News Water Works, HRSD, Virginia Natural Gas, City lighting, Cox Communications, Level 3 Communications, and Verizon fiber optic and copper wire telephone. Early coordination with utility owners has allowed AI to eliminate impacts to AT&T, Newport News Public Schools, and Sprint, and to minimize impacts to other affected utilities.
- **Maintenance of Traffic** – A detailed, project-specific community relations plan was developed to communicate with the traveling public and local stakeholders throughout design and construction of the project. AI created an organized task force made up of key players from the design and construction teams and project stakeholders.
- **Partnering with Stakeholders** – Formal partnering with VDOT, the City of Newport News, and other affected stakeholders has allowed the team to quickly identify and resolve potential issues. In addition to VDOT oversight, the City is inspecting and granting approvals on traffic controls, the pump station, and water and sewer facilities. Partnering with all affected parties has enabled AI to provide a successful project for all stakeholders, including the City and community through the HRSD betterments. This proactive approach has helped maintain an aggressive schedule that shows the project completing ahead of the contract completion date.
- **Team Integration** – AI Team members involved in Middle Ground include Aaron Myers (DBPM); Gail Dickerson, P.E. (QAM); Darell Fischer, P.E. (DM); Jim Wright from Pulsar (Public Relations); and ECS (QA Inspection). Our established team dynamics and effective utilization of individual strengths will provide a cost-effective and efficient team for the Project.



**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: <b>RICHMOND AIRPORT CONNECTOR ROAD DESIGN-BUILD PROJECT</b> Location: <b>Henrico County, VA</b>	Name: <b>Dewberry</b>	Name of Client / Owner.: <b>Transurban</b> Phone: <b>804-822-3460</b> Project Manager: <b>Richard Prezioso</b> Phone: <b>804-822-3460</b> Email: <b>rprezioso@transurban.com</b>	<b>05/2011</b>	<b>03/2011</b>	<b>\$38,523</b>	<b>\$39,446</b> Change due to scope validation after engineering investigation was complete	<b>\$39,446</b>

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly.

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- Worked over 152,000 man-hours with zero incidents;
- Completed the project two months ahead of schedule;
- Design-Build Institute of America Design-Build Merit Award for Transportation (2011);
- Received an overall rating of "Extremely Satisfied" (American Infrastructure Customer Survey 2010).

**PROJECT DESCRIPTION**

Richmond Airport Connector Road (ACR) was a design-build project on which AI was responsible for the overall design and construction. The project consisted of approximately 1.6 miles (2.58 km) of new four-lane roadway that provides motorists with direct access to the Richmond International Airport from Route 895. The scope of work included three new bridges (one crossing over existing Interstate 895), bridge widening on one structure, bulk excavation, box culvert extensions; and stone subbase and paving. AI was responsible for fully managing the QA and QC aspects of this project and has utilized this model for QA/QC on our *Middle Ground Boulevard* and *I-581/Elm Avenue Interchange Improvements D/B projects*.

The project challenges included an environmentally sensitive site, and aggressive project schedule, and unsuitable soils. Design development and construction planning were focused on reducing the impact to the environmentally sensitive site and surrounding wetlands. Aggressive schedule milestones were met by managing critical path items daily and scheduling the necessary settlement periods for fills. AI utilized innovative solutions for ground improvements and soils management including lime stabilization and geotextile fabrics.

AI worked together with key stakeholders to provide innovative value engineering solutions including adjusting the roadway alignment to reduce overall excavation, altering the storm water management design for ease of constructability, and shortening the length of the bridges to reduce future maintenance costs.

**LESSONS LEARNED FOR THE PROJECT**

- Communication** – Open Communication between AI, our lead designer, the Department, and Transurban reduced streamlined the design process and allowed the AI Team to fully understand the project goals before starting the work.
- Partnering** – AI implemented a formal partnering process with the Department and other stakeholders which included a set schedule, set project goals, and a dispute resolution process all managed by third party. This created an atmosphere of open communication that helped resolve issues as they arose on the project.
- Preplanning** – AI initiated early coordination and approvals from third parties such as CSX, Henrico County, Dominion Power, and the Richmond Airport to expedite the project schedule.
- Team Integration** – AI Team members involved in ACR include Aaron Myers (DBPM); Fran Purcell (Superintendent), and Jessica Colbert (Schedule Manager). Other firms that worked on this project with AI include Volkert and Pulsar. Our previous work history together provides an integrated team for the Project.

**Relevance to the Project**

- ✓ Design-Build
- ✓ New alignment roadway
- ✓ Road widening
- ✓ Bridge over Route 895
- ✓ Stakeholder Coordination

*Roadway under construction.*

*Airport Connector Road interchange with Route 895.*

**“Richmond Airport Connector experienced its fair share of the inevitable issues that will arise during the life of a project. What set this project apart from others was the manner in which the issues were addressed. The team managed to separate the issues from other ongoing efforts in a manner that allowed the project to continue making progress while the issue received the necessary focus.” – Richard Prezioso (Recommendation letter for DBIA award)**

**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: <b>STRINGFELLOW ROAD (ROUTE 645) WIDENING</b> Location: <b>Fairfax County, VA</b>	Name: <b>Fort Meyer Construction Corporation</b>	Name of Client.: <b>VDOT NOVA District</b> Phone: <b>703-259-1794</b> Project Manager: <b>Mr. Zamir Mirza</b> Phone: <b>703-259-1794</b> Email: <b>Zamir.Mirza@vdot.virginia.gov</b>	<b>11/2015</b>	<b>11/2015 (est.)</b>	<b>\$22,320</b>	<b>\$22,320 (est.)</b>	<b>\$2,876</b>

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

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- RDA received high marks on the Consultant Performance Reports (3.76 to 4.0);
- Revised design to avoid a large water main and large fuel lines which saved millions;
- RDA was hired by the Fairfax County to redesign several park parking areas to avoid project impacts.

**PROJECT DESCRIPTION - RDA performed the design services on this project as the Prime Designer out of their Manassas Office.** RDA prepared the right of way and construction plans for this 2.02-mile project to include all roadway, traffic, lighting, structural, and construction coordination and support. The project consists of widening the existing two-lane roadway to a four-lane divided roadway with on-road bicycle lanes, sidewalks and trails.

The project passes through a densely populated residential corridor with several public facilities including a library, schools and parks, as well as several stream crossings. In addition, the corridor has major utilities including a newly installed 24 inch water main, several large aviation fuel lines serving Dulles International Airport's fuel farm, as well as numerous other overhead and underground utilities. Roadway design required various avoidance strategies regarding utilities, parks and schools.

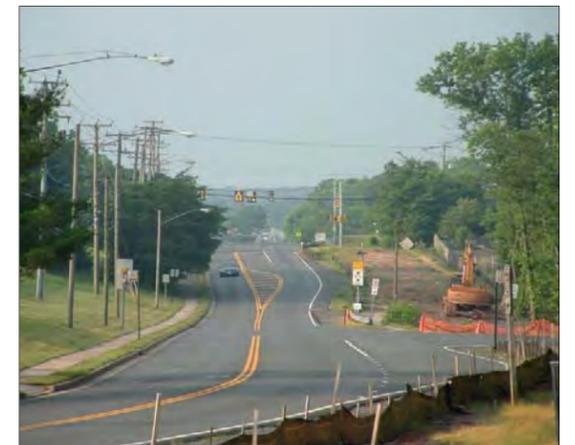
As a result, the proposed alignment crossed the existing alignment several times thereby complicating the Traffic Management Plan (TMP). In addition to the alignment challenges, the TMP also provides for pedestrian access during construction to facilitate the numerous pedestrian receptors (i.e. schools, ballfields, library, etc.). RDA prepared and participated in frequent meetings with VDOT, Fairfax County, the public and other stakeholders which helped create a partnering atmosphere focused to resolve challenges. Finally, RDA assisted VDOT with the relocation of underground and above ground utilities by developing detailed utility relocation information plans depicting as-built information for each relocated utility in plan view, profile view, and on cross sections.

**Relevance to the Project**

- ✓ Roadway widening along a curvilinear alignment
- ✓ Pedestrian Access
- ✓ Utility impacts
- ✓ Section 4(f) sensitive properties
- ✓ TMP challenges



*Beginning of Project*



*Utility Relocations*

***"Rinker staff has been very cooperative in addressing the needs/requirements of the Department.", "Rinker has worked very well with other agencies particularly Fairfax County" and "exceeded expectations on many tasks." and "Rinker staff work diligently to prosecute the work thoroughly and efficiently" – Zamir Mirza, NOVA***

**LESSONS LEARNED FOR THE PROJECT**

- **Utility Avoidance** – The best way to mitigate utility impacts is to avoid them. The second best way is to minimize their impacts. Early coordination and strong working relationships help coordinate impacts that are unavoidable.
- **TMP** – When widening a curvilinear roadway, parallel widening is not feasible. Therefore, MOT and TMP must be incorporated into the initial design to ensure that the road widening can be built as it transitions from widening from one side of the road to the other.
- **Pedestrian Access** Existing sidewalks, worn paths, and off-site trails had to be accounted for in our TMP. Large scale maps were developed to determine where trails existed and how we would incorporate them into the TMP design.
- **Team Experience** – AI Team design staff that worked on this project include Darell Fischer (DM), Mo Kim (QA/QC), John Myers(LUC), Brandon Shock(Roadway), Nikhil Deshpande (H&HA), and Adam Welschenbach (Traffic Engineering). A design team experienced with similar challenges of curvilinear alignment, maintaining pedestrian access, and avoiding utility impacts will prove valuable.



**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: <b>JAMES MADISON HIGHWAY (ROUTE 15) PPTA/ DESIGN-BUILD</b>  Location: <b>Prince William County, VA</b>	Name: <b>Branch Highways, Inc.</b>	Name of Client.: <b>Prince William County</b> Phone: <b>703-792-6825</b> Project Manager: <b>Tom Blaser</b> Phone: <b>703-792-6825</b> Email: <b>tblaser@pwcgov.org</b>	<b>12/2009</b>	<b>12/2009</b>	<b>\$56,430</b>	<b>\$56,430</b>	<b>\$4,119</b>

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

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- Zero work zone incidents;
- Designed and constructed on-schedule;
- Designed and constructed on-budget.

***Relevance to the Project***

- ✓ *Design-Build*
- ✓ *Road widening*
- ✓ *New alignment roadway*
- ✓ *Bridge design/construction*
- ✓ *Utility impacts/coordination*
- ✓ *Right-of-Way Acquisition*

**PROJECT DESCRIPTION**

**RDA performed the design services on this project as the Prime Designer out of their Manassas Office.** RDA provided engineering design services, right-of-way acquisition services, and environmental permitting and construction engineering/inspection services for the project. The project scope consisted of complete roadway and bridge construction for 2.2 miles of US Route 15, 0.3 miles of Waterfall Road, 0.7 miles of Old Carolina Road and 0.3 miles of Heathcote Boulevard. Project limits were from the I-66/Route 15 interchange on the south to the Route 15/Route 234 intersection on the north, including construction of bridge structures over Little Bull Run Creek and Catharpin Creek and a major box culvert at the tributary to Catharpin Creek. The project widened Route 15 from two lanes to four lanes using an Urban Principal Arterial typical. The Waterfall Road design was a realignment on new location while the Heathcote Boulevard design completed the missing section of roadway to connect Heathcote to Route 15. Finally, Old Carolina Road was widening from two to four-lanes with a raised median. The project TMP involved several shifts where the existing roadway meandered across the proposed roadway creating alignment, cross slope and profile challenges.



*Completed bridge over Little Bull Run Creek*

RDA's commitment to quality is demonstrated in their willingness to provide innovative solutions throughout the Design-Build process. Working closely with VDOT, Prince William County, the contractor, and other stakeholders, RDA facilitated conflict resolution by providing numerous engineered solutions that were acceptable to all parties involved. These solutions reduced property impacts, minimized and avoided utility impacts, and enabled the project to maintain momentum without compromising VDOT standard and requirements while meeting the project's budgetary constraints.



*New lanes on Route 15 (looking south)*

**LESSONS LEARNED FOR THE PROJECT**

- **Utility Avoidance** – The best way to mitigate utility impacts is to avoid them. The second best way is to minimize their impacts. High tension power lines were avoided by redesigning the project from the preliminary plans provided by the County during pursuit. In the process, many other utilities were minimized and/or avoided.
- **Engineering vs. Construction** – Designing multiple solutions and constructing the most cost efficient solution results in delivering projects within budget.
- **Stakeholder Coordination** – Working in close coordination with all review agencies including VDOT, PWC, and environmental agencies incorporated their comments into the design and avoided the additional cost of redesigns.
- **Team Experience** – Project design staff included AI Team's Darell Fischer (DM), Mo Kim (QA/QC), Brandon Shock(Roadway), Nikhil Deshpande (H&HA), and Adam Welschenbach (Traffic Engineering). This design team is experienced with at road widening with curvilinear alignment and minimizing utility impacts.



*Construction of new bridge over Little Bull Run Creek*



**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: <b>SUDLEY MANOR DRIVE PPTA/DESIGN-BUILD</b>  Location: <b>Prince William County, VA</b>	Name: <b>CH2M Hill</b>	Name of Client.: <b>Prince William County Dept. of Public Works</b> Phone: <b>703-792-6826</b> Project Manager: <b>Khattab Shammout</b> Phone: <b>703-792-6826</b> Email: <b>kshammout@pwcgov.org</b>	<b>09/2006</b>	<b>09/2006</b>	<b>\$29,776</b>	<b>\$29,776</b>	<b>\$2,000</b>

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

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- The first successful PPTA project implemented by a jurisdiction;
- Design and construction were within budget and on-time;
- The design was completed in less than 7 months from NTP.

***Relevance to the Project***

- ✓ Road widening
- ✓ New alignment roadway
- ✓ Bridge construction
- ✓ Environmental compliance
- ✓ Access management
- ✓ Utility coordination
- ✓ Design-Build

**PROJECT DESCRIPTION**

**RDA performed the design services on this project as the Prime Designer out of their Manassas Office.** RDA provided professional engineering services for roadway design, hydraulic design, bridge over railroad crossing, public involvement, environmental permitting, and surveying services. The project provides a direct connection from Linton Hall Road to the Prince William Parkway and Sudley Road area as called for in the Prince William County Comprehensive Plan. In addition to the 10,000 feet of extension of Sudley Manor Drive, the project included Linton Hall Road Improvements from Devlin Road to Broad Run. The project required close coordination with VDOT to meet the accelerated schedule for plan design, utility relocations, right-of-way acquisitions, and construction. The project's typical section consisted of a four-lane roadway built on six-lane right of way with curb and gutter, raised median, sidewalk and a 10' wide shared use path to accommodate both pedestrians and bicyclists in the corridor.

The challenges on this project included an accelerated schedule, utility coordination, maintaining access during construction, environmental management, and coordination with the adjacent project. The accelerated schedule required RDA to assemble construction plans within 7 months of project kickoff while incorporating directives from the contractor, VDOT and Prince William County into the design. Design issues that needed special consideration included coordination of the project with several large fuel pipelines, the construction and access requirements of a new firehouse and several site developments, and floodplain analysis and environmental considerations related to major stream crossings. The project team also worked closely with VDOT to ensure a seamless transition between this PPTA project and the adjoining VDOT administered construction project on Linton Hall Road.

**LESSONS LEARNED FOR THE PROJECT**

- **Utility Avoidance** – The best way to mitigate utility impacts is to avoid them. The second best way is to minimize their impacts. Through the “greenfield” portion of the project, our design was able to avoid most of the utility impacts. Where the project aligned to connecting roads or intersections, design efforts shifted to minimizing the impacts to mitigate their effect.
- **Coordination** –RDA utilized their relationships with VDOT (based on numerous past and on-going projects), the County (13 years of on-call and project specific experience), and environmental agencies (in-house environmental staff relationships) to avoid misunderstanding and costly rework by creating a partnering atmosphere.
- **Team Experience** – AI Team design lead Adam Welshenbach (Traffic Engineering) and Mo Kim, P.E., DBIA (Design QA/QC Manager) worked on this Project.



*Sudley Manor Drive (post opening)*



*Sudley Manor Drive (pre-opening)*



*Bridge over the railroad*





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