

Original

# Design-Build I-395 HOV Ramp at Seminary Road

From: Sanger Avenue  
To: Seminary Road

With

# I-395 NB Auxiliary Lane Extension

From: Duke Street  
To: Sanger Avenue

City of Alexandria, Virginia

# Statement of Qualifications

State Project No. 0095-100-722, I395-100-736  
Federal Project No. NH-000S, *pending*  
Contract ID Number C00096261DB50

April 27, 2012

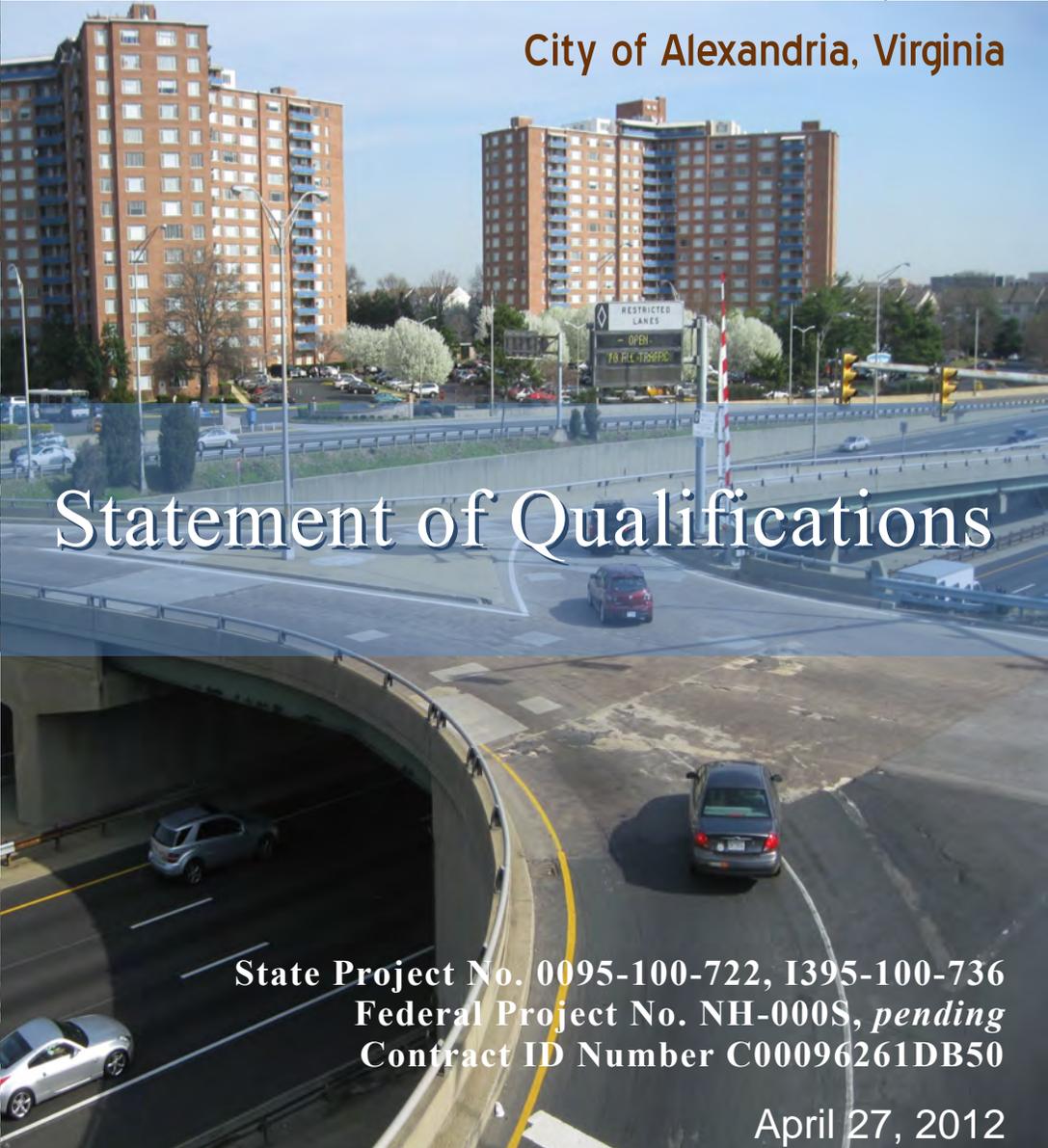
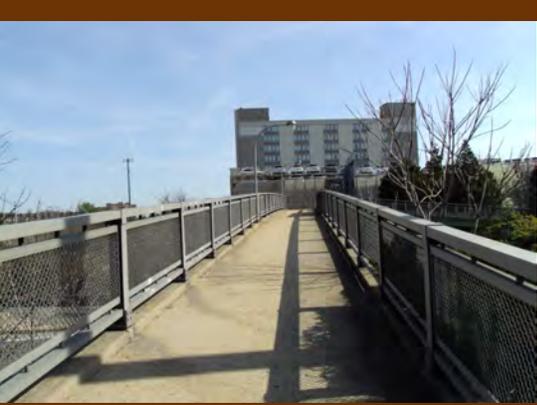
Prepared for :



Submitted by:



A Joint Venture between  
Gorman Construction Inc. &  
Kiewit Infrastructure South Co.





## 3.2 LETTER OF SUBMITTAL

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April 27, 2012

Mr. Bill Arel, PE  
Alternate Project Delivery Office  
Virginia Department of Transportation  
1221 East Broad Street  
Main Building, 4<sup>th</sup> Floor  
Richmond, VA 23219

**RE: I-395 HOV Ramp at Seminary Road with I-395 NB Auxiliary Lane Extension  
Design-Build Project  
State Project No.: 0095-100-722, I395-100-736  
Federal Project No.: NH-000S, *pending*  
Contract ID Number: C00096261DB50  
Letter of Submittal**

Dear Mr. Arel:

CK Constructors, A Joint Venture is pleased to submit the enclosed Statement of Qualifications. The CK Team includes veteran transportation industry leaders **Corman Construction, Inc.** (Corman) and **Kiewit Infrastructure South Co.** (Kiewit). Our combined transportation construction experience of more than 217 years, combined with over two decades of design-build leadership offers the Virginia Department of Transportation a highly qualified design-build partner for the I-395 HOV Ramp at Seminary Road with I-395 NB Auxiliary Lane Extension Design Build Project.

The CK Team is pleased to include **Parsons Brinckerhoff, Inc.** as the Lead Designer, assisted by **Volkert, Inc.**, the highly respected firms of **Quinn Consulting Services, Inc.** to administer our independent third-party Quality Management program, and **Stratacomm** to manage public relations.

To date, Corman and Kiewit worked as a JV team on more than \$750 Million in civil infrastructure projects in the Mid-Atlantic region. Our most recent projects include the Virginia Department of Transportation's \$236 Million I-95/Telegraph Road Interchange in Alexandria, Virginia, and the \$560 Million tolled Design-Build Intercounty Connector Contract B in Maryland.

The CK Team has examined the RFQ, RFQ Questions and Answers dated 4/6/12, and other information and data identified in the RFQ. We visited the project site and are familiar with the visible site conditions. We are also familiar with applicable laws and regulations that may affect cost, progress, and performance of work.

Enclosed are the following documents as prescribed in the Request for Qualifications:

- One Original Statement of Qualifications with full supporting documentation
- Ten abbreviated copies of the Statement of Qualifications
- One CD-ROM containing entire Statement of Qualifications in a single cohesive Adobe PDF file

**3.2.1** Mr. William G. Cox is the authorized signatory for the joint venture (See attached Power of Attorney in the Appendices). CK Constructors, A Joint Venture, is the Offeror and will execute the contract with VDOT. The legal address of CK is included below in Sections 3.2.2 and 3.2.3.

3.2.2 Point of Contact	3.2.3 Principal Officer Of the Legal Entity
<b>Rick Kumrow - Design-Build Project Manager</b> CK Constructors, A Joint Venture Corman Construction, Inc. 12001 Guilford Road Annapolis Junction, MD 20701 301-343-5481 -Cell    301-953-0384 –Fax rkumrow@cormanconstruction.com	<b>William G. Cox - President and Attorney-In-Fact</b> CK Constructors, A Joint Venture Corman Construction, Inc. 12001 Guilford Road Annapolis Junction, MD 20701 410-792-9400-Office    301-953-0384 –Fax bcox@cormanconstruction.com

- 3.2.4 CK Constructors, A Joint Venture is a construction joint venture of Corman Construction, Inc. and Kiewit Infrastructure South Co. The JV will share financial responsibility for the project. Corman Construction, Inc. and Kiewit Infrastructure South Co. will be jointly and severally liable with no limitations. CK Constructors, A Joint Venture will provide a single 100% performance bond and single 100% payment bond.
- 3.2.5 CK Constructors, A Joint Venture, will serve as the Lead Contractor responsible for construction, and Parsons Brinckerhoff, Inc. is the Lead Designer.
- 3.2.6 Corman and Kiewit’s affiliates and subsidiaries are provided on Attachment 3.2.6 in the Appendices.
- 3.2.7 Signed Certification Regarding Debarment Forms (Attachments 3.2.7(a) and 3.2.7(b) are in the Appendices.
- 3.2.8 CK Constructors, A Joint Venture (JV052), is an active prequalified joint venture with VDOT. Corman’s proof of prequalification, Kiewit’s prequalification certificate, and CK’s executed Joint Venture Bidding Agreement are in the Appendices.
- 3.2.9 Fidelity and Deposit Company of Maryland, Zurich American Insurance Company, and Travelers Casualty and Surety Company of American will act as co-sureties to provide a single 100% Performance Bond and a single 100% Payment Bond in the amount of the construction contract. Attached in the Appendices is a letter from our co-surety companies.
- 3.2.10 Full-size copies of DPOR licenses and SCC registrations are included in the Appendices and required information outlined in the RFQ is provided in Attachment 3.2.10.
- 3.2.11 CK Constructors, A Joint Venture is committed to achieving a **20% DBE** participation goal allocated for the entire contract value.

As presented in the enclosed Statement of Qualifications, The CK Team is a proven, successful team of design-build professionals with extensive large project, urban interstate/interchange experience. This fully integrated team will be immediately available to transition to the I-395 corridor, benefitting VDOT with continuity of procedure and process. Our Design-Build Project Manager Rick Kumrow and Construction Manager Peter Bernat are well-known to VDOT and the project’s key stakeholders, and will lead virtually 100% of the same construction team that is currently completing the I-95/Telegraph Road Interchange project.

CK Constructors, A Joint Venture presents a design-build team with the experience, knowledge, dedication, and resources to partner with the Virginia Department of Transportation and successfully deliver the I-395 HOV Ramp at Seminary Road with I-395 NB Auxiliary Lane Extension Design-Build projects. We look forward to the opportunity to work with The Department on this important and challenging project.

Sincerely,

**CK CONSTRUCTORS, A JOINT VENTURE**

  
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 William G. Cox, President and Attorney-In-Fact



## 3.3 TEAM STRUCTURE

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### 3.3 TEAM STRUCTURE



CK Constructors, A Joint Venture, includes veteran transportation industry leaders **Corman Construction, Inc. (Corman)** and **Kiewit Infrastructure South Co. (Kiewit)**. Our combined transportation construction experience of over 217 years, and almost two decades of design-build experience offers the Virginia Department of Transportation a first-rate design-build partner for the I-395 HOV Ramp at Seminary Road with I-395 NB Auxiliary Lane Extension Design Build Project. To date, Corman and Kiewit worked as a JV team on more than \$750 Million in civil infrastructure projects in the Washington, DC region. Our most recent projects include VDOT’s \$236 Million I-95/Telegraph Road Interchange in Alexandria, Virginia, and the \$560 Million Design-Build Intercounty Connector Contract B in Maryland. Corman and Kiewit met all schedule and quality requirements on both projects by fully intergrading their two respective teams to *“Put the Project First.”* It is this approach that the CK Team will utilize on the I-395 Project.

**Delivering a First-Rate Project:** The CK Team identified the most important project goals to VDOT:

- ▶ Maintain traffic on this critical regional traffic link– Failure here could impact the entire region in addition to the 199,000 vehicles that use the I-395 mainline/HOV daily,
- ▶ Aggressively manage the project to have the least impact on the local community,
- ▶ Deliver the project in the shortest possible timeframe to mitigate impact to the 6,000 commuters at the new Mark Center complex,
- ▶ Provide an experienced design-build team that requires minimal effort by VDOT.

#### 3.3.1 KEY PERSONNEL

Our key construction and design personnel come together with a shared work history on successful projects, have established working relationships, and are ready to work on this project. Though our task leaders and technical staff are responsible for items, such as design, public involvement and/or construction, everyone is responsible for project success. The chart below identifies our Key Personnel and demonstrates their experience on past projects that are directly relevant to the attributes of the I-395 project. **Key Personnel Resumes are included in the Appendices (Attachment 3.3.1).**

#### Key Personnel Experience Matrix

Key Personnel	Position	Design-Build	High ADT / MOT	Large Complex Project	Urban Interstate Interchange	Manage Community Relations	3rd Party Coordination	Tie into Existing Structures	Maintaining Pedestrian Access
Rick Kumrow CK Constructors	Design-Build Project Manager	✓	✓	✓	✓	✓	✓	✓	✓
John Vicinski, PE, DBIA Quinn Consulting	Quality Assurance Manager	✓	✓	✓	✓	✓	✓	✓	✓
David Charters, PE Parsons Brinckerhoff	Design Manager	✓	✓	✓	✓	✓	✓	✓	✓
Peter Bernat CK Constructors	Construction Manager	✓	✓	✓	✓	✓	✓	✓	✓
John Michels, PE Parsons Brinckerhoff	Lead Structural Engineer	✓	✓	✓	✓	✓	✓	✓	✓
John Undeland Stratacomm	Public Relations Manager	✓	✓	✓	✓	✓	✓	✓	✓



It will be this experienced staff of Engineers, Constructors and support disciplines detailed in the attached resumes that will allow us to successfully complete this project to VDOT's complete satisfaction. This promise is not made lightly but is backed up by CK's current success on the almost completed Telegraph Road project where we met every milestone, earned every incentive, will complete the project early, maintained the heavy daily traffic on the Washington Beltway and *achieved a 95.3% CQIP rating*. All construction staff listed on the I-395 Proposal Organizational Chart worked together on VDOT's Telegraph Road project solidifying an already strong working relationship that knows VDOT's policies, procedures and personnel.

All but one of the individuals listed on the Design and QA/QC side have current relative VDOT experience. This plays a significant role in solving challenges on this project: maintaining traffic averaging over 199,000 vehicles per day, connecting into and widening 42-year old structures, coordinating with adjacent construction contracts, proactively dealing with local community groups and stakeholders, and meeting tight schedules and producing a quality project.

**Introducing our Key Personnel Design and Construction Team:**

**Rick Kumrow, Design-Build Project Manager (CK Constructors)** with over 32 years experience, will lead the charge for the project. Rick served in a senior capacity on 8 design-build projects for Corman over the past 12 years. He has vast project management experience on complex transportation projects and is proficient in troubleshooting problems and cultivating innovative solutions. Currently Rick is part of Senior Management overseeing the Telegraph Road Project for CK Constructors.

**John Vicinski, PE, DBIA, Quality Assurance Manager (Quinn Consulting)** has over 29 years experience in project controls for transportation projects. Recently he completed 5 VDOT Design-Build projects as the QAM in addition to serving as an Area Quality Control Engineer of the 14 mile HOT lane project in Northern Virginia.

**David Charters, PE, Design Manager (Parsons Brinckerhoff)** has over 35 years of civil engineering management and design experience leading design teams on major transportation projects. David was a key member of DDOT's management team on PB and Corman's Design-Build Frederick Douglass Bridge project expediting reviews to maintain the demanding schedule.

**Peter Bernat, Construction Manager (CK Constructors)** with over 23 years experience, will apply his proven Project Management and Design-Build tools leading this complex transportation project to success. For the past 5 years, Peter led CK Constructors to achieve all 6 aggressive milestones on the Telegraph Road Project, currently slated to finish 124 days early. Peter's dedication to producing quality projects is validated with the 95.3% CQIP score.

**John Michels, PE, Lead Structural Engineer (Parsons Brinckerhoff)** has over 25 years of structural engineering and management experience delivering complex structural solutions for various clients, including VDOT. He is known for his innovative solutions on rehabilitation projects and is eager to lead our team in a cost effective solution to tie the new HOV ramp into a 42-year old existing structure. John was instrumental with Corman in the innovative solution to lower the Frederick Douglass Bridge adjacent to the new Nationals Ballpark and create a pedestrian/bicycle-friendly boulevard.

**John Undeland, Public Relations Manager (Stratacomm)**, will employ his in-depth experience with PR Outreach programs to our team. John has over 26 years experience in public outreach programs, including Corman's recent Design-Build Frederick Douglass Bridge and 4 Woodrow Wilson Bridge Projects. He is a superior spokesman and problem solver on complex transportation projects. A native of Northern VA, he brings a keen understanding of the general public, key transportation stakeholders, elected officials and key media.

**Value Added Positions:** In addition to our key personnel, the CK Team assigned these value-added positions: **Design/Construction Coordinator (D/CC), Lou Robbins, PE, DBIA** knows the ins and outs of design-build in the Baltimore/Washington, DC area. He led local DB teams since 1986 as the General Contractor, Designer and Quality Control Manager. His unique experience as a lead designer and general contractor will provide a vital resource to assist the team in meeting VDOT's critical completion requirements while providing the highest quality product. Lou will bridge the gap between designers and contractors by using a streamlined approach. He will coordinate and lead constructability reviews through every phase of the design process between all design



## I-395 HOV Ramp at Seminary Road with I-395 NB Auxiliary Lane Extension

VDOT  
Design-Build



disciplines and the construction management team. Lou will report directly to the DBPM to ensure Design-Build team integration. He will lead weekly Design / Construction coordination meetings, prepare generated action items, and work with team members for on time coordination and feedback. His input during design will enhance final product quality, minimize designer and constructor rework, and shorten construction time. VDOT reaps the benefits with a well-coordinated, fully-reviewed set of construction documents complying to design criteria and constructability prior to submitting for review and approval. CK will assign a Design-Build Coordinator under Lou's leadership to work full time in Parson Brinckerhoff's Herndon, Virginia office early in design.

**MOT / Traffic Manager, Doug Gove** was the Traffic Manager on the Telegraph Road Project implementing the 3 Traffic Phases and 10 sub-phases on the reconstruction of the Capital Beltway with an ADT of over 200,000. Doug will be full time on the project and on site during all major traffic shifts. He will ensure MOT is in accordance with the approved plans, MUTCD, and functioning effectively.

### 3.3.2 ORGANIZATIONAL CHART



Founded in Washington, DC over 90 years ago, this family-owned firm is one of the largest heavy civil, bridge, utility and marine organizations in the Mid-Atlantic region. Corman is widely recognized for innovative solutions to complex engineering and construction tasks utilizing traditional and innovative project delivery systems. With a track record of successfully delivering over \$1.2 billion in design-build roadway and bridge projects, Corman comes to VDOT with the hands-on experience and top notch personnel to effectively execute the design, construction, and manage the risks of the I-395 HOV Ramp and NB Auxiliary Lane Design-Build Projects. During our 12-year design-build history, Corman exceeded clients expectations in the on-time, on-budget delivery of high-quality projects, without any claims, while meeting strenuous maintenance of traffic and environmental commitments. Out of these ventures, over \$1 billion included contractor-led QC programs.

*CK Constructors, A Joint Venture, includes veteran transportation industry leaders Corman and Kiewit who already have a proven cooperative work history on VDOT's fast-track I-95 Telegraph Road Interchange Improvement project in Alexandria, Virginia.*



**Kiewit Infrastructure Group** Kiewit Infrastructure South Co. (Kiewit) is a wholly-owned subsidiary of the Kiewit Corporation, and will support the project from their Beltsville, Maryland office. Kiewit Corporation has a 127-year history of successfully completing large, complex heavy civil transportation projects and over \$2 billion in related infrastructure work in the Washington, DC region. Kiewit Infrastructure South Co. is supported by the Kiewit Corporation's 10,400 salaried staff and over 15,000 craft personnel, one of the largest equipment fleets in North America and the largest bonding capacity of any General Contractor in North America. Kiewit has the personnel, equipment, and financial resources to assure VDOT that this project will be completed on schedule.

**Added Team Strength:** Through careful evaluation of delivering on time, on budget projects, Corman and Kiewit selected the following firms for their *proven* past history/experience based upon:

- ▶ Past Performance
- ▶ Staff Technical Capabilities
- ▶ Knowledge of Project Site (i.e. Geotechnical)
- ▶ Location in Relation to the Project (i.e. Testing Labs)
- ▶ Shared Work History
- ▶ Collaborative Quality Culture
- ▶ Understands VDOT Policies & Procedures (i.e., ROW)
- ▶ Experience on Urban Interstates with High ADT's



Established in 1885, Parsons Brinckerhoff (PB) is a leader in developing and operating infrastructure around the world. For 50+ years, PB has provided VDOT with design and engineering services for bridge, roadway, and tunnel projects, including bridge rehabilitation designs, NBIS bridge inspections, load ratings, emergency bridge repairs, roadway designs, maintenance of traffic plans, and civil-related support. PB employs over 13,000 in 150 offices throughout the world, including over 160 engineers and support personnel in their local Virginia offices.



**I-395 HOV Ramp at Seminary Road with I-395 NB Auxiliary Lane Extension**

VDOT  
Design-Build



**VOLKERT Structural, ROW, and Quality Control Services-** Volkert will lead the ROW, and QC efforts, as well as support PB in the structural design associated with widening the Sanger Ave. bridge on the I-395 project. In business for 85 years, Volkert is a multi-disciplinary transportation engineering and construction management firm and has provided transportation engineering services to VDOT since 1982.

Volkert’s construction managers include former senior VDOT construction managers with experience managing VDOT construction projects of all sizes and complexity. They have experience with requirements for quality assurance and quality control on VDOT design-build projects and have developed QA/QC plans and checklists, worked with designers and constructability reviews, supervised quality assurance inspectors and technicians, evaluated and approved materials documentation and testing reports.



**Quality Assurance Management-** On the I-395 Project, Quinn Consulting Services, Inc. (QCS), a 100% woman owned VDOT-certified WBE/DBE firm has full responsibility for Construction Quality Assurance. Since its founding in 1997, QCS has grown into a multi-disciplined firm with DBE certifications throughout the Mid-Atlantic Region. QCS supported over 40 VDOT District-Wide, Regional and project-specific inspection contracts in NOVA, Fredericksburg, Richmond, Culpeper, Lynchburg, Staunton, Salem, Bristol, and Hampton Roads since 2000. QCS performed as the QAM on VDOT Design-Build projects, is headquartered in Northern Virginia, and has a staff of VDOT certified inspectors.



**Public Relations-** Stratacomm offers unmatched expertise in achieving consensus about transportation projects and programs. They are experts in acquiring a strategic understanding of political, environmental, economic and social landscapes that are unique to each, and then proactively engages the stakeholders leading to successful outcomes. Stratacomm is experienced in building consensus for several highly-sensitive local projects, including the Woodrow Wilson Bridge project where they worked with Corman on four sections, including Telegraph Road.



**EEE Consulting, Inc.**  
Environmental, Engineering and Educational Solutions

**Environmental Permitting-** EEE Consulting, Inc. (3e) is a small business that specializes in environmental engineering, environmental studies, planning and environmental education, with 3 offices throughout Virginia.

3e’s transportation experience includes DB and PPTA contracts and locally administered projects with 12 local governments and contracts with VDOT, VDOA, VDRPT, WMATA, NCDOT, STB, and FTA, including two staff members who worked in VDOT’s Environmental Division. 3e will work with PB in securing the environmental permits.

**Other CK Team members include:**

SPECIALTY	SUBCONTRACTOR
Surveys/Plats & Subsurface Utilities	Wiles Mensch Corp. (DBE/WBE)
Construction QC Inspection Support	EBA Engineering, Inc. (MBE/DBE)
QC Material Testing	DMY Engineering (DBE/MBE)
Quality Assurance Lab	DIW Group t/a Specialized Engineering (SWaM)
ROW Title Reports & Settlements	Crider & Associates
ROW Appraisals, Offers, & Negotiations	Lorraine Davis Appraisal (SWaM)
Geotechnical Field Investigations/Drilling	Thomas L. Brown Associates (DBE)
Signing & Striping	Sabra Wang & Associates (DBE/WBE)

**Functional Relationships – Integrate to Facilitate**

The organizational chart on **Page 9** illustrates our “chain of command” and notes key personnel team members.



Primary reporting relationships are depicted by solid lines, with dashed lines representing indirect reporting and obligations to VDOT and/or Corporate Management.

The key to project success is effective communication and coordination between the CK Team, VDOT, review agencies, and stakeholders. This is based upon open and honest communication, frequent meetings, and updates. We will create a partnering relationship that sets the foundation to interact with VDOT and third-party stakeholders.

Design-build unites the contractor and designer more than just contractually. It encourages innovative design and construction techniques that benefit schedule and cost which leads to higher client satisfaction. Having established project controls and frequent task meetings eliminates subsequent delays or rework, streamlines reviews, and eliminates potential construction field issues, guaranteeing a superior project on time and on budget.

#### **Additional fully-integrated strategies include:**

- ▶ During design, CK will assign a DB Coordinator to work in PB's Herndon, VA office to ensure designs are compatible with the construction means, methods, and phasing. We have found this delivers high-quality constructible plans.
- ▶ The CK Team will conduct internal weekly meetings during design with key construction and design staff. Tracking sheets will follow progress of permits, utilities, ROW, design disciplines, as well as environmental and design reviews.
- ▶ CK constructability reviews of design, especially for MOT, E&S Control, and Bridge Plans.
- ▶ Inter-disciplinary design reviews prior to milestones to coordinate design disciplines.
- ▶ Daily Morning Huddles with crews to set safety and production goals.
- ▶ Weekly foreman meetings to develop the two-week look ahead schedule.
- ▶ Weekly owner progress meetings to review and discuss submittals and progress payments.
- ▶ Bi-weekly contractor coordination meetings with adjacent contracts.
- ▶ Monthly scheduling meetings to review CPM progress.
- ▶ Monthly partnering meetings with applicable stakeholders for issue resolution.

Once construction starts, design integration continues with the DM, D/CC, Design QA/QC Manager, and key design discipline leaders. Added to the weekly meeting roster are the superintendents, field surveyors, MOT Manager and Construction QCM. Invited key stakeholder representatives include utility companies, Dept. of Defense, City of Alexandria, Fairfax County, EMS responders, etc. Monthly meetings will also be held with the CK Team, VDOT, QAM, stakeholders and others to enhance partnering and resolve pertinent issues.

#### **Major functional positions include:**

**VDOT**– VDOT oversees all involved parties, monitors CK Team performance, retains sole authority for approving final price and acquisition of any required ROW, and is the liaison and assists with third-party stakeholders, elected government officials, and media.

**Joint Venture Executive Committee**- The CK Team organizational structure includes a JV Executive Committee with over 85 years collective experience in construction and design project management. The JV Executive Committee has corporate responsibility to monitor project progress and ensure VDOT's satisfaction with the entire enterprise, as well as ensure the Independent Quality Assurance and Safety Programs are incorporated thoroughly in all tasks. The CK Team Executive Committee includes Mr. William G. Cox (President of Corman Construction, Inc.), Mr. Tim Cleary (Vice President of Kiewit Infrastructure South Co.), and Mr. Ken Taura (Sr. Vice President of Parsons Brinckerhoff, Inc.) These senior executive leaders are extremely experienced in project management, design-build delivery, and quality program implementation. Mr. Cox and Mr. Cleary have worked closely together for more than five years in similar roles for the CK Team on the ICC-B and Telegraph Road projects.

**Design-Build Project Manager (DBPM) Rick Kumrow**- Rick is the primary point of contact with VDOT after project award, with full responsibility for compliance to all contractual and technical project requirements. He will hold responsibility for the overall Project Design, construction quality management, and contract administration. He will ensure the team is fully integrated, QA retains its independence, and that design and construction are on



time and on budget to the complete satisfaction of VDOT. Rick will regularly report goal and objective progress and conformance to VDOT and the CK Team's Executive Committee.

**Quality Assurance Manager (QAM) John Vicinski, PE, DBIA**—Reports to the DBPM and has direct, independent access to the JV Executive Committee and VDOT. He will ensure work is in conformance with contract requirements and “*Approved for Construction*” plans/specifications. He is responsible for developing and adhering to the QA Plan, QA inspection and testing of materials used and work performed. As an independent entity, John will audit and monitor CK's Construction Quality Control Program. He can stop construction and enforce compliance with specifications to ensure all NCRs are fully resolved. He will manage the QA program, including the QA inspector and independent QA testing firm and testing technicians. The QA team will conduct independent and concurrent tests and analysis of the work with the construction quality control team. He will maintain project quality records and approve/submit pay estimates. John will also submit monthly written reports to the VDOT Project Manager and the CK Team's Executive Committee.

The Quality Assurance Manager (QAM) is totally independent of the contractor and construction QC team. This clearly provides independent and objective assurance of the project's conformance to approved design plans and specifications. The organizational chart clearly shows contractual lines of authority and the contractual separation between Construction QC and the Quality Assurance Manager and his team.

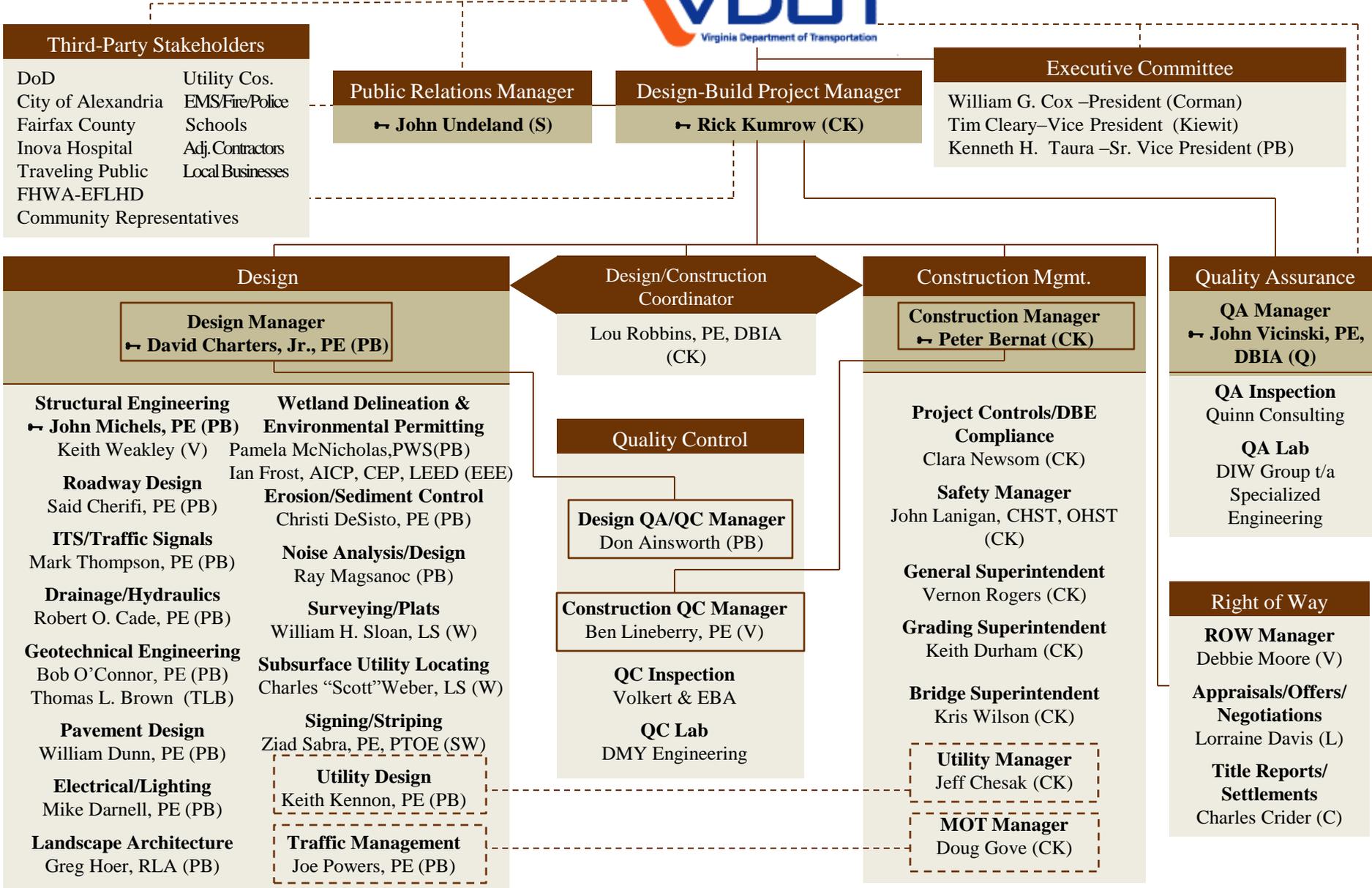
**Design Manager (DM) David Charters, PE**—David reports to the DBPM. As the Engineer of Record, he is responsible for executing design and other professional efforts. He oversees all elements of the design, including the QA/QC program, to ensure RFP conformance. The Design QA/QC Manager reports to David ensuring the design meets required VDOT and other regulatory or “*standard of care*” standards and requirements. David ensures design leaders coordinate their efforts, including Roadway, Structures, Utilities, Geotechnical, Traffic, Electrical/ITS, etc. He oversees the required SWM and Erosion Control measures are designed per current VA standards and design permits are obtained timely. He assigns resources, oversees design sub-consultants, coordinates design and review schedules, develops and implements corrective measures, if necessary, and integrates environmental compliance measures into the design. David will remain involved in the project once construction begins to oversee any plan modifications, shop drawings, and review construction activities with the CM.

**Construction Manager (CM) Peter Bernat**—Reports to the DBPM. Peter will manage the onsite construction team, including the project control team, safety manager, Construction QC, and superintendents. Assigned on site full-time for the duration of construction, Peter plays a key role in conjunction with the Design/Construction Coordinator to perform constructability reviews for all aspects of design and oversee coordination between design and construction with regard to utilities, ROW, and MOT. Along with his staff, Pete's focus is on performing construction safely and that all materials and work are in accordance with approved plans and contract documents. He will coordinate with the DM during construction to properly issue and review RFIs and shop drawings on time, as well as prepare as-builts and plan revisions. During field operations, Peter oversees MOT to minimize impacts to motorists and/or construction field staff safety concerns.

**Lead Structural Engineer (LSE) John Michels, PE**—Reports to the DM and is in charge of structural engineering, including, but not limited to, bridge, foundation, and retaining and sound wall designs. He will lead production for structural engineering plans and specifications, including connections and analysis of new connections to existing bridge structures. John will also lead the existing structure evaluations so our widening and connections do not adversely impact the 42-year old facilities. John will review structural shop drawings and assist the DBPM, CM, and DM during construction on any field structural engineering issues. He will collaborate with the design and construction team leaders for constructability characteristics, inter-operability of bridge/roadway/ utilities/ drainage aspects, and cost control.

**Public Relations Manager (PRM) John Undeland**—Reports to the DBPM, oversees public outreach to community groups, media, motorists, local Government officials, and stakeholders. He will coordinate with VDOT MEGA Project office and other local projects to maintain a common and consistent message. His team will develop an effective PR plan in consultation with the DBPM and VDOT staff. John will coordinate with the Design and Construction Managers so design elements and construction activities/schedules are clearly communicated to the public.

### 3.3.2 Organizational Chart



**LEGEND** ↔ Key Personnel CK= CK Constructors Corman=Corman Construction Kiewit=Kiewit Infrastructure South Co. PB=Parsons Brinckerhoff  
 V=Volkert W=Wiles Mensch (WBE/DBE) C=Crider & Assocs. EEE= EEE Consulting, Inc.  
 Q=Quinn Consulting (WBE/MBE) EBA= EBA Eng. (MBE/DBE) L=Lorraine Davis Appraisal (SWaM) SW=Sabra Wang & Assocs. (DBE/MBE)  
 S=Stratacomm DMY Engineering (DBE/MBE) TLB=Thomas L. Brown Assocs. (DBE) DIW Group t/a Specialized Eng. (SWaM)



## 3.4 TEAM EXPERIENCE

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### 3.4 TEAM EXPERIENCE



CK Constructors, A Joint Venture (a Corman Construction, Inc. and Kiewit Infrastructure South Co. joint venture) is leading the I-395 HOV Ramp and NB Auxiliary Lane Design-Build Projects as the Offeror and contract holder with VDOT. With their vast knowledge and experience with VDOT, we selected Parsons Brinkerhoff (PB) as the lead design firm. Stratacomm is providing the valuable Public Relations outreach while Quinn supplies the Independent Quality Assurance. All have demonstrated successful delivery of relevant projects with similar scope and complexity. Our projects profiled on the Work History Forms (Attachments 3.4.1(a) and 3.4.1(b) in the Appendices) are tailored to provide VDOT confidence that the CK Team has the relevant and teaming experience it takes to successfully complete the proposed work on the DB I-395 Projects. **Below is a matrix highlighting relevancy on our six Work History projects:**

Work History Project	Design-Build	High ADT / MOT	Large Complex Project	Urban Interstate Interchange	Manage Community Relations	3 <sup>rd</sup> Party Coordination	Tie into Existing Structures	Maintaining Pedestrians Access
1. I-95 Telegraph Road Interchange Improvement		✓	✓	✓	✓	✓	✓	✓
2. Design-Build Intercounty Connector Contract B	✓	✓	✓	✓	✓	✓		✓
3. Route 1 Tie-In to Woodrow Wilson Bridge Urban Deck VA-4		✓	✓	✓	✓	✓	✓	✓
4. Design-Build Frederick Douglass Memorial Bridge Rehabilitation	✓	✓	✓		✓	✓	✓	✓
5. Design-Build Dallas/Fort Worth (DFW) Connector Comprehensive Development Agreement	✓	✓	✓	✓	✓	✓	✓	✓
6. Design-Build VDOT Region IV Bridge Maintenance	✓	✓		✓	✓	✓	✓	✓

In the past five years, Corman and Kiewit successfully delivered over \$326 Million in VDOT highway and bridge projects from our Maryland and Richmond, Virginia offices. The table below demonstrates our previous collaboration and cooperative team efforts on our Work History Projects:

Proven Integrated Team History	Parsons			
	Corman	Kiewit	Brinckerhoff	Stratacomm
1. I-95 Telegraph Road Interchange Improvement	✓	✓	✓	✓
2. Design-Build Intercounty Connector Contract B	✓	✓	✓	✓
3. Route 1 Tie-In to Woodrow Wilson Bridge Urban Deck VA-4	✓		✓	✓
4. Design-Build Frederick Douglass Memorial Bridge Rehabilitation	✓		✓	✓
5. Design-Build Dallas/Fort Worth (DFW) Connector Comprehensive Development Agreement		✓	✓	
6. Design-Build VDOT Region IV Bridge Maintenance			✓	



## 3.5 PROJECT RISKS

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### 3.5 PROJECT RISKS

The CK Team’s designers and constructors visited the site, evaluated recent changes to the environmental permitting process, reviewed recent condition assessments and original as-builts of the bridges in question, and studied the concept plans, studies and reports. We also attended the BRAC 133 Advisory Group and other public meetings. Based upon this due diligence, we determined the following as the project’s three most critical risks:

1. **Maintenance of Traffic and Access**
2. **Community Acceptance**
3. **Environmental Permitting**

#### Critical Risk No. 1 Maintenance of Traffic and Access

Maintenance of Traffic (MOT) is the most visible risk for this project. I-395 is a highly-traveled critical north/south corridor in Northern Virginia with a high ADT of almost 200,000 and a history of AM and PM peak-hour congestion. The adjacent and intersecting local roadway systems (Van Dorn Street, Seminary Road, etc.) services commuters, businesses, government (including the new Mark Center), healthcare and residential facilities. Triggers that can adversely affect traffic are:

- ▶ an accident on I-395, Seminary Road or elsewhere within in the existing road network,
- ▶ slowdowns caused by construction equipment or workers adjacent to the roadway,
- ▶ shoulder or lane width restrictions due to detours or MOT shifts,
- ▶ delivering construction equipment or materials to the site, and/or,
- ▶ weather or other external conditions.

#### Project Impact

Given the project’s location in the heart of the I-395 corridor with a Mainline ADT of almost 200,000, any MOT incident can quickly escalate and impact the entire Alexandria/Springfield area, as well as primary and secondary roads in surrounding roadway segments of VDOT’s NOVA district. Failure to maintain traffic can also impact the public’s perception of the project, VDOT and first responders’ ability to traverse the work area, the project schedule or quality (material delivery delays), and the quality of life and safety of motorists and the local community.



#### Mitigation Strategies

**Maximize Motorist Distance from Work Zone:** The CK Team will conduct an in-depth MOT phasing analysis to identify improvements or modifications to the preliminary MOT plan to minimize construction interference with safe and efficient movement of all modes (vehicle, transit, pedestrian, bike). Our strategies include:

- ▶ Use existing or newly-widened I-395/HOV shoulder zones to shift travel lanes away from the work zone and provide emergency pull-offs. This reduces the probability for an accident, creates space for emergency vehicles to pass through, and reduces lane blockages.
- ▶ Clearly-marked lane shifts, signs and warning devices throughout the work zone.



- ▶ A dedicated MOT supervisor and team to coordinate 24x7 with VDOT and first responders to immediately address any issues.
- ▶ Provide additional median crossovers for field or emergency vehicles to move through the work zone.

**Reduce Project Schedule and Individual Task Durations:** Apply innovative design and construction techniques to reduce project duration. The CK Team identified, within the current conceptual plans, candidates for Accelerated Bridge Construction techniques that reduce onsite construction activities. Modular structure elements for pier shafts and/or superstructure elements could reduce construction time. During constructability reviews, CK will also evaluate any adjacent traffic impacts these techniques may reduce.

**Provide Proactive Full-Time MOT Staff:** An experienced MOT Manager will be available 24/7 to make any immediate changes to MOT set-ups, lane closures and scheduling; assign MOT crews and equipment, including an onsite tow vehicle. MOT design traffic engineers will also be available 24/7 as conditions warrant.

**Deliver Materials at Night or During Off-Peak Hours:** With limited staging space in the median area and the need to schedule just in time material deliveries, plan large material deliveries at night or during off-peak hours. Off site staging areas will be utilized and CK will also explore the option of off-site parking and busing staff to the work area.

*Our MOT risk mitigation strategies alleviate the risk to VDOT and other local agencies by:*

- ▶ *Creating additional safety zones between construction & motorists & quickly removing & providing pull off areas for disabled vehicles.*
- ▶ *Accelerating construction reduces task durations which minimize delays/disruptions to residents, businesses, and commuters, as well as VDOT's oversight efforts.*
- ▶ *On site MOT management allows for lane closure and set-up adjustments to meet actual field conditions which reduces delays and increases safety.*
- ▶ *CK will take full responsibility to monitor the work area and report and secure set ups requiring adjustment or repair.*

### VDOT Role

Review / facilitate coordination with adjacent projects and partner with The CK Team to review, and approve design/construction solutions.

These strategies reduce adverse local, as well as regional traffic impacts and reduces VDOT and local responders deploying staff or equipment to assist CK in keeping the traffic moving. In addition, both the traveling public, as well as local Government officials will have a strengthened perception of VDOT's ability to manage large complex projects in the middle of the congested Northern VA region's transportation network.

### Critical Risk No. 2

#### Community Acceptance

There are several community stakeholders interested in the project who may want to be involved in every aspect of design and construction. Bypassing or not addressing their concerns can threaten the project with delays or increased cost.



These stakeholders include:

- ▶ Motorists/Transit
- ▶ BRAC-133 Advisory Group
- ▶ Residents & Community Groups
- ▶ Adjacent Office & Retail
- ▶ Government Officials (DoD, FHWA, Congressional Representation)
- ▶ Hospital/Emergency Responders

In addition, the City of Alexandria will be a vocal advocate for the local community groups’ involvement in the process and a strong supporter for their issues.



### Project Impact

Community acceptance is critical to limit adverse publicity and involvement of outside government agencies that could cause potential delays or cost increases. Strong adverse community reactions to the project could also adversely impact the public’s perception of VDOT and put additional oversight on future VDOT projects.

### Mitigation Strategies

**Establish a Comprehensive, Proactive, and Effective Public Relations Plan:** Include robust traffic information messaging and media access through social media, web-based real-time information systems, and message boards in and out of the work zone. Engage the community and BRAC-133 Advisory Groups. Utilize an experienced Public Relations Manager who understands the Northern VA culture, stakeholders and media outlets.

**Engage Community Groups in the Formal Partnering Program:** Identify concerned groups that are most impacted by the project. Invite their input and participation in the process to understand their concerns and allow them to be involved in evaluating solutions early in the process..

**Have Construction Staff Available to Meet with Local Community Groups** – Hold quarterly construction update forums with local groups explaining current operations and upcoming phases. If appropriate, hold weekend sidewalk tours of the project site from safe viewing areas.

*CK’s strategies assist VDOT and reduces this risk by promoting acceptance and understanding of the construction trade offs necessary to make the improvements desired by the community. This allows local residents and businesses to plan more effectively for the effect of the construction phase and understand short and long-term community impacts. CK staff will develop, implement, and manage the critical public relations activities throughout the life of the project.*

### VDOT Role

Assist with review and approval of media and stakeholder press releases and notices; assist in coordinating messages with other local ongoing projects in the area.

These strategies, in addition to our proposed strong partnering program, will reduce VDOT’s time in replying to public comments or criticism. They were developed based upon successful strategies implemented past major interstate reconstruction projects within the City of Alexandria – Telegraph Road (I-95/495) and the Woodrow Wilson Bridge VA-4.



### Critical Risk No. 3 Environmental Permitting

Virginia has new Stormwater Management Regulations administered by the Department of Conservation and Recreation, which became effective in 2011. These new regulations apply to stormwater discharges from construction activities, including post-development requirements. The recent revisions to water quality requirements of the Virginia Stormwater Management Program (VSMP) Regulations that apply to VDOT-regulated land disturbing activities present a risk that the future definition of the post development impervious area calculation may necessitate additional Storm Water Facilities for both quantity and quality. Concurrent with this change is the fact the permits will now be made in the name of the Design Builder.

Although VDOT allows a six-month transitional period to ensure that its activities remain in compliance with the laws and regulations, when the new regulations are fully implemented in October 2012, the I-395 HOV Ramp at Seminary Road with I-395 NB Auxiliary Lane Extension projects will fall under this new requirement. Thus, the project schedule may out pass the final determination of the total post development impervious area to be used in determining the percent impervious area and corresponding water quantity and quality (pollutant removal) requirements.

In addition to the unknown impacts of the new regulations, the Environmental Categorical Exclusion for the new Auxiliary lane from Duke Street to Sanger Avenue may not be approved until after receipt of the final Technical and Price proposals for the project.

### Project Impact

There are several streams (Four Mile Run, Holmes Run, and Cameron Run / Hunting Creek) within the study area that are impaired and have been previously affected by development in the area. Additionally, the increase in stormwater runoff due to the addition of roadway surface will increase the outfall to the 44-acre Winkler Botanical Preserve. Although there are no surface waters that would be crossed by the construction project, there are pollutants from the study area roadways that currently enter the study area streams through storm drains. The addition of new roadway surface area due to the roadway improvements will increase the amount of pollutants into the storm drains. Stormwater management techniques, as well as erosion and sediment control measures, need to be implemented to prevent further degradation of water quality and reduce water quantity in the project area.

However, the new stormwater management requirements are currently not defined and may require additional elements under its permitting requirements, such as larger SWM facilities and, therefore, additional right-of-way acquisition or underground facilities to accommodate water storage or treatment. Additionally, changing the permit holder from VDOT to the Design Builder removes the contractual 21 day review period for permit acquisition.

Delays or costs could escalate from this change as well as meeting the unknown environmental commitments of the unapproved CE currently being reviewed. As VDOT continues to coordinate with the Department of Conservation and Recreation (DCR) to revise the regulations and provide additional clarification and guidance on these new requirements, these unknown revisions may impact the design, schedule, right-of-way requirements, and costs.

### Mitigation Strategies

**Review New Stormwater (SWM) Regulations and Partner with SWM Agencies:** During the project's verification stage, the CK Team will meet with the agencies directing SWM regulations and will continue to meet with them early and often to gauge the SWM requirements needed for this project.



The CK Team will also establish a clear framework for this new process, including establishing a schedule with concurrent approval points from the regulating agencies, and defined points of contact in the team to coordinate with each aspect of the regulations.

Lastly, the CK Team will establish standards for providing review comments and responses from the agencies regarding the SWM plans. Our local partner, EEE Consultant, Inc., is well versed in the new stormwater management regulations, their representatives are known for having a good working relationship and are well respected by the regulatory agencies. Their expertise and knowledge will help the Team to partner for success with the agencies.

**Comprehend Permitting Requirements Early and Build into Schedule:**

The CK Team will engage in formal partnering sessions with the permitting agencies (Federal, State and Local) to prepare the construction permits for all State and NEPA compliance activities early. By partnering with these agencies early, issues are addressed and resolved with minimal impact to the project schedule. This will be especially important with regard to the permit turn-around time and the Categorical Exclusion for the Auxiliary Lane Project that is just now being reviewed. The CK Team will build flexibility and float into the design and the construction schedule to mitigate potential review delays as well as any unanticipated commitments developed that could delay the project.

- ▶ *By performing activities early in developing the SWM plan, unanticipated factors are eliminated regarding permitting, additional drainage rework and ROW acquisition. This minimizes schedule slippage and potential changes to the design drawings.*
- ▶ *Formal partnering with permitting agencies identifies problems before they occur when preparing/submitting permits for environmental compliance.*
- ▶ *Building flexibility (float) into the schedule for unforeseen occurrences keeps the project on track & minimizes costs.*
- ▶ *Early activities by the CK Team in this area limits VDOT's involvement with potential permitting reapplications, thus minimizing using VDOT staff resources in problem resolution.*

**VDOT Role**

Attend meetings with the CK Team and permitting agencies to encourage them to partner on design and construction innovations.

To limit risks associated with the environmental document, CK will establish close communication with VDOT early to create an awareness of potential changes and new commitments to the Categorical Exclusion for the Auxiliary Lane Project and can respond proactively. The CK Team will take full responsibility to pursue the necessary permits. We will keep VDOT apprised of progress and issues while providing solutions that keep the project moving forward.

**Conclusion**

As demonstrated in the preceding sections detailing our personnel, organization, and understanding of project risks, CK Constructors, A Joint Venture, is highly qualified to be VDOT's design-build contractor for the I-395 project. Our team looks forward to the opportunity to compete for selection, and ultimately deliver to VDOT and the Commonwealth a successful project, on time, and on budget.



## APPENDICES

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**POWER OF ATTORNEY**

Kiewit Infrastructure South Co., a Delaware corporation, and Corman Construction, Inc., a Delaware corporation, are co-venturers in a joint venture known as CK Constructors, a Joint Venture (the "Joint Venture").

Kiewit Infrastructure South Co. and Corman Construction, Inc. do each hereby make, constitute and appoint **WILLIAM G. COX, JR.** of Corman Construction, Inc. the true and lawful Attorney-in-Fact with the authority to act on behalf of the Joint Venture in order to sign and execute any documents reasonably required or necessary in order for the Joint Venture to submit a bid proposal to the Virginia Department of Transportation with respect to the I-395 HOV Ramp at Seminary Road with I-395 NB Auxiliary Lane Extension Project, State Project No. 0095-100-722, I395-100-736, located in the City of Alexandria, Virginia (the "Project").

Each of Kiewit Infrastructure South Co. and Corman Construction, Inc. hereby ratify and confirm all that **WILLIAM G. COX, JR.**, as said Attorney-in-Fact, shall lawfully do or cause to be done by virtue hereof, thereby fully validating such instruments and binding each co-venturer as fully as if each and all said acts had been performed by the proper officer of each co-venturer.

The Joint Venture reserves the right to revoke or amend this Power of Attorney. This Power of Attorney shall remain in effect for a period of three (3) years from its effective date, unless earlier revoked in writing, thereby expiring on March 20, 2015.

Signed on behalf of the Joint Venture by its duly authorized partners on March 20, 2012 (the "Effective Date").

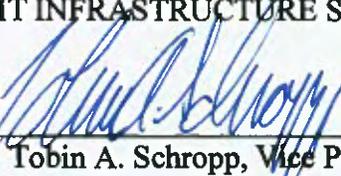
ATTEST:



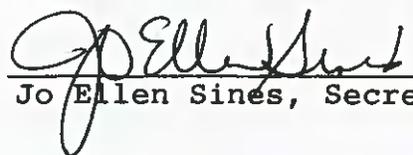
Michael F. Norton, Secretary

KIEWIT INFRASTRUCTURE SOUTH CO.

By

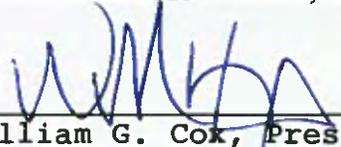
  
Tobin A. Schropp, Vice President

ATTEST:

  
Jo Ellen Sines, Secretary

CORMAN CONSTRUCTION, INC.

By

  
William G. Cox, President

**ATTACHMENT 3.1.2**

**Project: 0095-100-722, I395-100-736**

**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	17-19
<b>Acknowledgement of RFQ, Revision and/or Addenda</b>	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	20
<b>Letter of Submittal (on Offeror's letterhead)</b>				
Authorized Representative's signature	NA	Section 3.2.1	yes	1-2
Offeror's point of contact information	NA	Section 3.2.2	yes	2
Principal officer information	NA	Section 3.2.3	yes	2
Offeror's Corporate Structure	NA	Section 3.2.4	yes	2
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	2
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	21-22
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	23-38
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	39-41
Evidence of obtaining bonding	NA	Section 3.2.9	no	42-47

**ATTACHMENT 3.1.2**

**Project: 0095-100-722, I395-100-736**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15-page limit?</b>	<b>SOQ Page Reference</b>
Full size copies of SCC and DPOR registration documentation (appendix)	NA	Section 3.2.10	no	48-50
SCC Registration	3.2.10	Section 3.2.10.1	no	51-65
DPOR Registration (Offices)	3.2.10	Section 3.2.10.2	no	66-79
DPOR Registration (Key Personnel)	3.2.10	Section 3.2.10.3	no	80-82
DPOR Registration (Non-APELSCIDLA)	3.2.10	Section 3.2.10.4	no	83-84
<b>DBE statement within Letter of Submittal</b> confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	2
<b>Offeror's Team Structure</b>				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	3-4
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	85-88
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	89-91
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	92-95
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	96-99
Key Personnel Resume – Lead Structural Engineer	Attachment 3.3.1	Section 3.3.1.5	no	100-104
Key Personnel Resume – Public Relations Manager	Attachment 3.3.1	Section 3.3.1.6	no	105-107
Organizational chart	NA	Section 3.3.2	yes	9
Organizational chart narrative	NA	Section 3.3.2	yes	5-8

**ATTACHMENT 3.1.2**

**Project: 0095-100-722, I395-100-736**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15- page limit?</b>	<b>SOQ Page Reference</b>
<b>Experience of Offeror's Team</b>				
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	108-110
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	111-113
<b>Project Risk</b>				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	11-15

**ATTACHMENT 2.10**

**COMMONWEALTH OF VIRGINIA  
DEPARTMENT OF TRANSPORTATION**

RFQ NO. C00096261DB50  
PROJECT NO.: 0095-100-722, 1395-100-736

**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 03/07/2012  
(Date)
2. Cover letter of Questions & Answers dated 4/6/12  
(Date)
3. Cover letter of \_\_\_\_\_  
(Date)

 4/27/12  
SIGNATURE DATE

**ATTACHMENT 3.2.6**

**State Project No. 0095-100-722, I395-100-736**

**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. (Corman Construction, Inc.)</b>

<b>Relationship with Offeror (Affiliate or Subsidiary)</b>	<b>Full Legal Name</b>	<b>Address</b>
Affiliate	CG Enterprises, Inc.	12001 Guilford Road Annapolis Junction, MD 20701
Affiliate	Corman Marine Construction	711 East Ordnance Road, Suite 715 Baltimore, MD 21226
Affiliate	Intercounty Constructors Joint Venture	c/o Granite Construction Northeast, Inc. 120 White Plains Road, Suite 310 Tarrytown, NY 10591
Affiliate	MD200 Constructors, a Joint Venture	c/o Kiewit Infrastructure South Co 11710 Beltsville, MD 20705
Affiliate	Wagman, Corman, McLean Joint Venture	c/o GA & FC Wagman, Inc. 3290 North Susquehanna Trail York, PA 17406-9754

*\*Since CK Constructors, A Joint Venture is a joint venture between Corman Construction and Kiewit Infrastructure South Co, the table reflects subsidiaries and /or affiliates of Corman and Kiewit.*

**ATTACHMENT 3.2.6**

**State Project No. 0095-100-722, I395-100-736**

**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. (Kiewit Infrastructure South Co)</b>

<b>Relationship with Offeror (Affiliate or Subsidiary)</b>	<b>Full Legal Name</b>	<b>Address</b>
Subsidiary	Kiewit Infrastructure Co. (Civil Infrastructure)	470 Chestnut Ridge Road, 2 <sup>nd</sup> Floor Woodcliff Lake, NJ 07677
Subsidiary	Kiewit Construction Co. (Civil Infrastructure)	470 Chestnut Ridge Road, 2 <sup>nd</sup> Floor Woodcliff Lake, NJ 07677
Subsidiary	Kiewit Building Group (Federal Gov't & private clients)	1800 S. Bell Street Arlington, VA 22202
Subsidiary	Mass Electric Construction Co. (Electric for Transit & Rail)	900 7 <sup>th</sup> Street, NW, Suite 100 Washington, DC 20001
Subsidiary	Western Summit Construction Co. (Water & WWTP)	7901 Strickland Road, #115 Raleigh, NC 27615
Subsidiary	TIC –The Industrial Company (Power)	2211 Elk River Road Steamboat Springs, CO 80487
Subsidiary	Kiewit Power Constructors (Power)	Kiewit Power Constructors Co. 9401 Renner Boulevard Lenexa, KS 66219

*\*Since CK Constructors, A Joint Venture is a joint venture between Corman Construction and Kiewit Infrastructure South Co, the table reflects subsidiaries and /or affiliates of Corman and Kiewit.*

*\*\*Kiewit Infrastructure South Co is a subsidiary of the Kiewit Corporation. Other Kiewit subsidiaries that operate or have completed work in the Commonwealth of Virginia are included in this table.*

**ATTACHMENT NO. 3.2.7(a)**

**CERTIFICATION REGARDING DEBARMENT  
PRIMARY COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

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

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

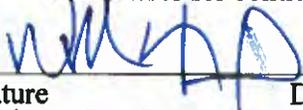
b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under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

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

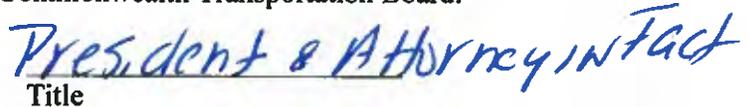
d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

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

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

  
\_\_\_\_\_  
Signature  
William G. Cox

Date

  
\_\_\_\_\_  
Title

CK Constructors, a Joint Venture  
\_\_\_\_\_  
Name of Firm





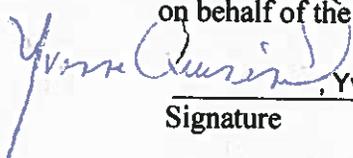
**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

- 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.



Yvonne Quinones April 18, 2012

Vice President

Signature

Date

Title

Parsons Brinckerhoff, Inc. (f/k/a PB Americas, Inc.)

Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

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.

Deanis C. Morrison      4-2-12  
Signature                      Date

Senior Vice President  
Title

Volkert, Inc.  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

- 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.

	<b>March 28, 2012</b>	<b>President</b>
Signature	Date	Title

**Quinn Consulting Services, Inc.**  
Name of Firm

ATTACHMENT NO. 3.2.7(b)

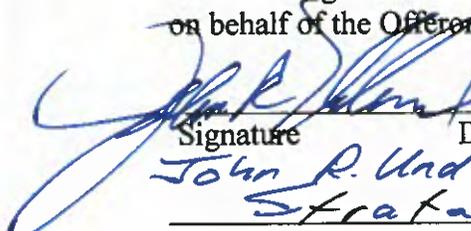
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

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 27, 2012	Sr VP
Signature	Date	Title
<u>John R. Udeland</u>		
<u>Strata comm LLC</u>		
Name of Firm		



**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

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>Mary Ramsey</u>	April 19, 2012	President
Signature	Date	Title

Wiles Mensch Corporation  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

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.

Robert H. Sestak      4/20/2012      CHAIRMAN  
Signature                      Date                      Title

EBA ENGINEERING, INC.  
Name of Firm

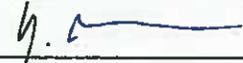
**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, 1395-100-736

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

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

	3/16/2012	President and CEO
Signature	Date	Title

DMY Engineering Consultants, LLC
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

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.

 04/18/12  
Signature Date

Director of Marketing/Business Development  
Title

DIW Group, Inc. t/a Specialized Engineering  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

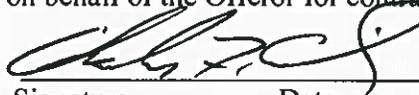
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

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.

      4/12/12      OWNER  
Signature                      Date                      Title

Crider & Associates  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

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.

Lorraine Davis      3-21-2012      Manager  
Signature                      Date                                      Title

Lorraine Davis Appraisal & Consulting, LLC  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

- 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.

Shandor      4-18-2012      VICE PRESIDENT  
Signature                      Date                      Title

THOMAS L. BROWN ASSOCIATES, P.C.  
Name of Firm

**ATTACHMENT NO. 3.2.7(b)**

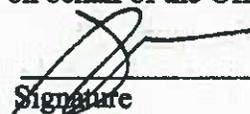
**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0095-100-722, I395-100-736

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 27, 2012	Principal
Signature	Date	Title

Sabra, Wang & Associates, Inc.

Name of Firm

=====  
C097  
CORMAN CONSTRUCTION, INC.  
PREQ. EXP : 03/31/2013

--PREQ ADDRESS ----- -- WORK CLASSES -----  
12001 GUILFORD ROAD 002 - GRADING  
ANNAPOLIS, MD 20701-1201 003 - MAJOR STRUCTURES  
PHONE : 410-792-9400 007 - MINOR STRUCTURES  
FAX : 301-953-0384 045 - UNDERGROUND UTILITIES

BUSINESS CONTACT: PENA, KENNETH JOHN  
EMAIL: BHULME@CORMANCONSTRUCTION.COM

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

DBE TYPE : N/A  
DBE CONTACT: N/A  
DBE/WBE EXP: N/A

=====  
C106  
COURT ONE CORPORATION  
PREQ. EXP : 03/31/2013

--PREQ ADDRESS ----- -- WORK CLASSES -----  
1159 LANCE ROAD 020 - FENCE INSTALLATION  
SUITE B 101 - EXCAVATING  
NORFOLK, VA 23502  
PHONE : 757-466-0123  
FAX : 757-466-3615

BUSINESS CONTACT: COMARTOS, STACEY DIANE  
EMAIL: INFO@COURTONECORP.COM

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

DBE TYPE : WBE  
DBE CONTACT: COMARTOS, STACEY DIANE  
DBE/WBE EXP: 03/07/2014  
=====



COMMONWEALTH OF VIRGINIA



# CERTIFICATE OF QUALIFICATION

## Kiewit Infrastructure South Co.

Vendor Number: **G136**

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

**PREQUALIFIED**

**Work Classes:** Major Structures, Portland Cement Concrete Paving, Incidental Concrete

**Issue Date:** June 30, 2011

**This Rating and Classification will Expire:** June 30, 2012

  
Suzanne FR Lucas  
Prequalification Officer

  
Don E. Silies, State Construction Contract Officer

**Joint Venture Bidding Agreement**

Corman Construction, Inc.  
And  
Kiewit Infrastructure South Co.

This Joint Venture Bidding Agreement is entered into between Corman Construction, Inc. located at 12001 Guilford Road, Annapolis Junction, MD 20701 and Kiewit Infrastructure South Co. located at 450 Dividend Drive, Peach Tree City, GA 30269, on this 27<sup>th</sup> day of April, 2012 as the Joint Venture Name: CK Constructors, a Joint Venture. The Joint Venture will be using the following Tax Id #26-1629041.

The purpose of this Joint Venture is to bid upon Contract number C00096261DB50, issued by The Virginia Department of Transportation, and if successful to provide services as listed under the contract.

Corman Construction, Inc., the Managing Venturer, will submit all required bid documents and act as point of contact on behalf of this Joint Venture during the bidding process.

**Venturer:** Corman Construction, Inc. **Vendor #:** C097  
Authorized Signature: [Signature] Date: 4/27/12  
Printed Name: William G. Cox  
Title: President

**Venturer:** Kiewit Infrastructure South Co. **Vendor #:** G136  
Authorized Signature: [Signature] Date: 4/27/12  
Printed Name: BENJAMIN J. CARVALLO  
Title: Sr. VICE PRESIDENT

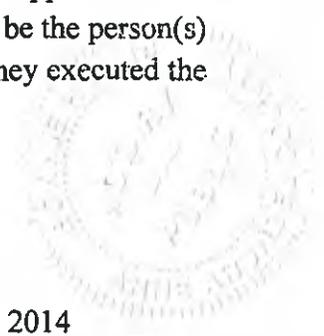
State of Maryland  
County of Anne Arundel

On this 27<sup>th</sup> day of April 2012, before me, the undersigned officer(s), personally appeared William G. Cox, and BEN CARVALLO, known to me (or satisfactorily proven) to be the person(s) whose name(s) are subscribed to within the instrument and acknowledged that they executed the same for the purposes therein contained.

In witness whereof I hereunto set my hand and official seal.

Notary Public: [Signature]  
Printed Name: Bonnie Hulme

My Commission Expires: May 19, 2014



# RUTHERFOORD

A Marsh & McLennan Agency LLC Company

April 27, 2012

Bill Arel, P.E.  
Alternative Project Delivery Office  
Virginia Department of Transportation  
1221 East Broad Street, Main Bldg, 4<sup>th</sup> Floor  
Richmond, VA 23219

RE: CK Constructors, a Joint Venture

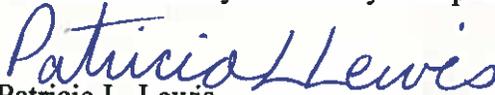
Project: RFQ - Design/Build Project-I-395 Ramp at Seminary Road  
From: Sanger Avenue To: Seminary Road with I-395 Auxiliary Lane Extension From: Duke Street To:  
Sanger Avenue  
State Project No. 0095-100-722, I395-100-736  
Federal Project No: NH-000S, pending  
Contract ID Number: C00096261DB50

Please be advised that CK Constructors, a Joint Venture is a joint venture composed of two participants, Corman Construction, Inc. and Kiewit Infrastructure South Co. It is the considered opinion of the undersigned surety companies that they are two of the outstanding construction organizations in North America. Their combined skill, integrity and financial responsibility, as a joint venture, are unquestioned.

As the sureties for the above named joint venture, Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Travelers Casualty and Surety Company of America all with an A.M. Best Rating of A + and Financial Size Category of XV is capable of obtaining a 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction with a current estimate of \$100,000,000. Said bonds will cover the Project and any warranty periods on behalf of the Contractor, in the event that such firm be the successful bidder and enter into a contract for this project. This is subject to our standard underwriting throughout the RFQ process, including a review of acceptable bond forms, contract financing, and other standard underwriting considerations.

In closing, we highly recommend these contractors and should you desire more specific information feel free to give me a call.

Fidelity and Deposit Company of Maryland  
Zurich American Insurance Company  
Travelers Casualty and Surety Company of America

  
Patricia L. Lewis  
Attorney-In-Fact

RICHMOND OFFICE

1001 Haxall Point | Suite 800 | Richmond, VA 23219 | 804-780-0611 | Fax: 804-788-8944 | www.rutherford.com

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

KNOW ALL MEN BY THESE PRESENTS: That the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, a corporation of the State of Maryland, by WILLIAM J. MILLS, Vice President, and GERALD F. HALEY, Assistant Secretary, in pursuance of authority granted by Article VI, Section 2, of the By-Laws of said Company, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, does hereby nominate, constitute and appoint Frank C. RODDEY, JR., Patricia L. LEWIS, Alexander N. CROWE and Tessie C. RAMSEUR, all of Alexandria, Virginia, EACH its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: any and all bonds and undertakings, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Company, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the Company at its office in Baltimore, Md., in their own proper persons. This power of attorney revokes that issued on behalf of Frank C. RODDEY, JR., Patricia L. LEWIS, Alexander N. CROWE, Tessie C. RAMSEUR, dated July 22, 2008.

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

IN WITNESS WHEREOF, the said Vice-President and Assistant Secretary have hereunto subscribed their names and affixed the Corporate Seal of the said FIDELITY AND DEPOSIT COMPANY OF MARYLAND, this 22nd day of July, A.D. 2008.

ATTEST:

**FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



*Gerald F. Haley*

*William J. Mills*

By: *Gerald F. Haley* Assistant Secretary *William J. Mills* Vice President

State of Maryland } ss:  
City of Baltimore }

**FOR YOUR PROTECTION,  
LOOK FOR THE ZURICH WATERMARK**

On this 22nd day of July, A.D. 2008, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, came WILLIAM J. MILLS, Vice President, and GERALD F. HALEY, Assistant Secretary of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and they each acknowledged the execution of the same, and being by me duly sworn, severally and each for himself depose and saith, that they are the said officers of the Company aforesaid, and that the seal affixed to the preceding instrument is the Corporate Seal of said Company, and that the said Corporate Seal and their signatures as such officers were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporation.

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



*Maria D. Adamski*

*Maria D. Adamski* Notary Public  
My Commission Expires: July 8, 2011

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

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

**CERTIFICATE**

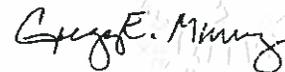
I, the undersigned, Assistant Secretary of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that the Vice-President who executed the said Power of Attorney was one of the additional Vice-Presidents specially authorized by the Board of Directors to appoint any Attorney-in-Fact as provided in Article VI, Section 2, of the By-Laws of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed."

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seal of the said Company,

this 27<sup>th</sup> day of APRIL, 2012.



*Assistant Secretary*

ZURICH AMERICAN INSURANCE COMPANY

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the ZURICH AMERICAN INSURANCE COMPANY, a corporation created by and existing under the laws of the State of New York does hereby nominate, constitute and appoint Frank C. RODDEY, JR. and Patricia L. LEWIS, both of Alexandria, Virginia, EACH its true and lawful Attorneys-In-Fact with power and authority hereby conferred to sign, seal, and execute in its behalf, during the period beginning with the date of issuance of this power, : recognizances or other written obligations in the nature thereof, and to bind ZURICH AMERICAN INSURANCE COMPANY thereby, and all of the acts on said Attorney[s]-in-Fact pursuant to these presents are hereby ratified and confirmed . This Power of Attorney is made and executed pursuant to and by the authority of the following By-Law duly adopted by the Board of Directors of the Company which By-Law has not been amended or rescinded.

Article VI, Section 5. "...The President or a Vice President in a written instrument attested by a Secretary or an Assistant Secretary may appoint any person Attorney-In-Fact with authority to execute surety bonds on behalf of the Company and other formal underwriting contracts in reference thereto and reinsurance agreements relating to individual policies and bonds of all kinds and attach the corporate seal. Any such officers may revoke the powers granted to any Attorney-In-Fact.

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY by unanimous consent in lieu of a special meeting dated December 15, 1998

" RESOLVED, that the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the seal of the Company may be affixed by facsimile on any Power of Attorney pursuant to Article VI, Section 5 of the By-Laws, and the signature of a Secretary or an Assistant Secretary and the seal of the Company may be affixed by facsimile to any certificate of any such power. Any such power or any certificate thereof with such facsimile signature and seal shall be valid and binding on the Company. Furthermore, such power so executed, sealed and certified by certificate so executed and sealed shall, with respect to any bond or undertaking to which it is attached, shall continue to be valid and binding on the Company."

IN WITNESS WHEREOF, the ZURICH AMERICAN INSURANCE COMPANY has caused these presents to be executed in its name and on its behalf and its Corporate Seal to be hereunto affixed and attested by its officers thereunto duly authorized, this 21st day of February, A.D. 2003. This power of attorney revokes that issued on behalf of Frank C. RODDEY, JR., Patricia L. LEWIS, dated August 31, 2000.

FOR YOUR PROTECTION, LOOK FOR THE ZURICH WATERMARK



ZURICH AMERICAN INSURANCE COMPANY

*T. E. Smith*

*Paul C. Rogers*

STATE OF MARYLAND }  
CITY OF BALTIMORE }

SS: T. E. Smith

Secretary

By:

Paul C. Rogers

Vice President

On the 21st day of February, A.D. 2003, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, came the above named Vice President and Secretary of ZURICH AMERICAN INSURANCE COMPANY, to me personally known to be the individuals and officers described in and who executed the preceding instrument and they each acknowledged the execution of the same and being by me duly sworn, they severally and each for himself deposed and said that they respectively hold the offices in said Corporation as indicated, that the Seal affixed to the preceding instrument is the Corporate Seal of said Corporation, and that the said Corporate Seal, and their respective signature as such officers, were duly affixed and subscribed to the said instrument pursuant to all due corporate authorization.

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



*Sandre Lynn Murray*

Notary Public

My Commission Expires: January 1, 2004

This Power of Attorney limits the acts of those named therein to the bonds and undertaking specifically named therein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

CERTIFICATE

I, the undersigned, a Secretary of the ZURICH AMERICAN INSURANCE COMPANY, do hereby certify that the foregoing Power of Attorney is still in full force and effect, and further certify that Article VI, Section 5 of the By-Laws of the Company and the Resolution of the Board of Directors set forth in said Power of Attorney are still in force.

IN TESTIMONY WHEREOF I have hereto subscribed my name and affixed the seal of said Company

*L. L. Goucher*

L. L. Goucher

Secretary



the 27th day of APRIL 2012



POWER OF ATTORNEY

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

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

Attorney-In Fact No. 220445

Certificate No. 003834694

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

John C. Stanchina, Hunter F. Avery, Kathleen M. Moore, Patricia L. Lewis, Jessica J. Winfree, Clinton J. Diers, Joann E. Stahr, Jacqueline L. Joiner, and Paula C K Faivre

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

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 17th day of September, 2008

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

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



State of Connecticut
City of Hartford ss.

By: [Signature]
George W. Thompson, Senior Vice President

On this the 17th day of September, 2008, before me personally appeared George W. Thompson, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal. My Commission expires the 30th day of June, 2011.



[Signature]
Marie C. Tetreault, Notary Public

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

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 27<sup>th</sup> day of APRIL, 2012

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

  
Kori M. Johanson, Assistant Secretary



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

**ATTACHMENT 3.2.10**

**State Project No. 0095-100-722, I395-100-736**

**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 3.2.9 and that all businesses and individuals listed are active and in good standing.

<b>SCC &amp; DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.9.1 and 3.2.9.2)</b>							
<b>Business Name</b>	<b>SCC Information (3.2.9.1)</b>			<b>DPOR Information (3.2.9.2)</b>			
	<b>SCC Number</b>	<b>SCC Type of Corporation</b>	<b>SCC Status</b>	<b>DPOR Registered Address</b>	<b>DPOR Registration Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
<b>CK Constructors, a Joint Venture</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>12001 Guilford Road Annapolis Junction, MD 20701</b>	<b>Board for Contractors Class A Contractors License</b>	<b>2705 122043A</b>	<b>6-30-12</b>
<b>Corman Construction, Inc.</b>	<b>F046798-7</b>	<b>Incorporated</b>	<b>Active In Good Standing</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Kiewit Infrastructure South Co</b>	<b>F028244-4</b>	<b>Incorporated</b>	<b>Active In Good Standing</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Parsons Brinckerhoff, Inc.</b>	<b>F050160-3</b>	<b>Incorporated</b>	<b>Active in Good Standing</b>	<b>465 Spring Park Pl. Herndon, VA 20170</b>	<b>ENG, ARC</b>	<b>0411000142</b>	<b>2-28-14</b>
<b>Volkert, Inc.</b>	<b>F136659-2</b>	<b>Incorporated</b>	<b>Active In Good Standing</b>	<b>5400 Shawnee Road, Suite 301 Alexandria, VA 22312</b>	<b>ENG, LA</b>	<b>0407002610</b>	<b>12-31-13</b>
<b>Quinn Consulting Services, Inc.</b>	<b>0492551-7</b>	<b>Incorporated</b>	<b>Active In Good Standing</b>	<b>4607 Marble Rock Court Chantilly, VA 20151</b>	<b>ENG</b>	<b>0407003733</b>	<b>12-31-13</b>
<b>Stratacomm, LLC</b>	<b>T041110-0</b>	<b>Limited Liability Company</b>	<b>Active In Good Standing</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>EEE Consulting, Inc.</b>	<b>0504941-6</b>	<b>Incorporated</b>	<b>Active In Good Standing</b>	<b>8525 Bell Creek Road Mechanicsville, VA 23116</b>	<b>ENG</b>	<b>0407003798</b>	<b>12-31-13</b>

**ATTACHMENT 3.2.10**

**State Project No. 0095-100-722, I395-100-736**

**SCC and DPOR Information**

<b>Wiles Mensch Corporation</b>	<b>0684368-4</b>	<b>Corporation</b>	<b>Active In Good Standing</b>	<b>11860 Sunrise Valley Drive, Suite 200 Reston, VA 20191</b>	<b>ENG, LS</b>	<b>0407002861</b>	<b>12-31-13</b>
<b>EBA Engineering, Inc.</b>	<b>F123900-5</b>	<b>Incorporated</b>	<b>Active In Good Standing</b>	<b>714 Westwood Office Park Fredericksburg, VA 22401</b>	<b>ENG</b>	<b>0411000871</b>	<b>2-28-14</b>
				<b>287 Shingle Oak Lane Nellysford, VA 22958</b>	<b>ENG</b>	<b>0411000659</b>	<b>2-28-14</b>
<b>DMY Engineering Consultants, LLC</b>	<b>S313497-2</b>	<b>Limited Liability Company</b>	<b>Active In Good Standing</b>	<b>45662 Terminal Dr., Suite 110 Dulles, VA 20166</b>	<b>ENG</b>	<b>0407005631</b>	<b>12-31-13</b>
<b>DIW Group, Inc. t/a Specialized Engineering</b>	<b>F128190-8</b>	<b>Incorporated</b>	<b>Active In Good Standing</b>	<b>4845 International Blvd., #104 Frederick, MD 21703</b>	<b>ENG</b>	<b>0407004748</b>	<b>12-31-13</b>
<b>Crider &amp; Associates, Inc.</b>	<b>F187858-8</b>	<b>Incorporated</b>	<b>Active In Good Standing</b>	<b>2 Ridgeway Ave. Greenville, SC 29607</b>	<b>Real Estate Appraiser Board</b>	<b>4008 001721</b>	<b>12-31-13</b>
<b>Lorraine Davis Appraisal &amp; Consulting, LLC</b>	<b>S306382-5</b>	<b>Limited Liability Company</b>	<b>Active In Good Standing</b>	<b>647 Beall Avenue Luray, VA 22835</b>	<b>Real Estate Appraiser Board</b>	<b>4008001643</b>	<b>3-31-14</b>
<b>Thomas L. Brown Associates, PC</b>	<b>F115667-0</b>	<b>Professional Corporation</b>	<b>Active In Good Standing</b>	<b>1400 Eye St., NW Suite 440 Washington, DC 20005</b>	<b>ENG</b>	<b>0405001479</b>	<b>12-31-15</b>
<b>Sabra Wang &amp; Associates, Inc.</b>	<b>F134320-3</b>	<b>Incorporated</b>	<b>Active In Good Standing</b>	<b>101 West Broad St. Suite 301 Falls Church, VA 22046</b>	<b>ENG</b>	<b>0407005636</b>	<b>12-31-13</b>
<b>DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.9.3 and 3.2.9.4)</b>							

**ATTACHMENT 3.2.10**

**State Project No. 0095-100-722, I395-100-736**

**SCC and DPOR Information**

<b>Business Name</b>	<b>Individual's Name</b>	<b>Office Location Where Professional Services will be Provided (City/State)</b>	<b>Individual's DPOR Address</b>	<b>DPOR Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
<b>Quinn Consulting Services, Inc.</b>	<b>John Vicinski, PE, DBIA Quality Assurance Manager</b>	<b>Chantilly, VA</b>	<b>4609 Marble Rock Court Chantilly, VA 20151</b>	<b>Professional Engineer License</b>	<b>0402 026380</b>	<b>8-31-2013</b>
<b>Parsons Brinckerhoff, Inc.</b>	<b>David Charters, Jr. PE Design Manager</b>	<b>Herndon, VA</b>	<b>303 Highfield Ave. Cary, NC 27519</b>	<b>Professional Engineer License</b>	<b>0402 017279</b>	<b>4-30-13</b>
<b>Parsons Brinckerhoff, Inc.</b>	<b>John Michels, PE Lead Structural Engineer</b>	<b>Herndon, VA</b>	<b>47577 Sandbank Sq Sterling, VA 20165</b>	<b>Professional Engineer License</b>	<b>0402 023321</b>	<b>6-30-12</b>
<b>Lorraine Davis Appraisal, LLC</b>	<b>Lorraine Davis</b>	<b>Luray, VA</b>	<b>647 Beall Avenue Luray, VA 22835</b>	<b>Real Estate Appraiser Board Certified General Real Estate Appraiser</b>	<b>4001 000349</b>	<b>11-30-13</b>
<b>Crider &amp; Associates, Inc.</b>	<b>Charles Crider</b>	<b>Greenville, NC</b>	<b>2 Ridgeway Avenue Greenville, SC 29607</b>	<b>Real Estate Appraiser Board Certified General Real Estate Appraiser</b>	<b>4001 014045</b>	<b>12-31-12</b>



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CISM0180

CORPORATE DATA INQUIRY

04/11/12

16:30:26

CORP ID: F046798 - 7 STATUS: 00 ACTIVE STATUS DATE: 01/06/06  
CORP NAME: CORMAN CONSTRUCTION, INC.

DATE OF CERTIFICATE: 11/02/1984 PERIOD OF DURATION: INDUSTRY CODE: 00  
STATE OF INCORPORATION: DE DELAWARE STOCK INDICATOR: S STOCK  
MERGER IND: CONVERSION/DOMESTICATION IND:  
GOOD STANDING IND: Y MONITOR INDICATOR:  
CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:  
R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX RD STE 301 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060 6802  
R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 01/05/04 LOC : 143  
ACCEPTED AR#: 211 19 1728 DATE: 11/14/11 HENRICO COUNTY  
CURRENT AR#: 211 19 1728 DATE: 11/14/11 STATUS: A ASSESSMENT INDICATOR: 0  
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES  
11 100.00 1,000

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
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CISM0180

CORPORATE DATA INQUIRY

04/11/12

16:32:41

CORP ID: F028244 - 4 STATUS: 00 ACTIVE STATUS DATE: 08/10/98  
 CORP NAME: Kiewit Infrastructure South Co.  
 DATE OF CERTIFICATE: 06/27/1974 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: DE DELAWARE STOCK INDICATOR: S STOCK  
 MERGER IND: CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: CT CORPORATION SYSTEM  
 STREET: 4701 COX RD STE 301 AR RTN MAIL:  
 CITY: GLEN ALLEN STATE : VA ZIP: 23060 6802  
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 01/05/04 LOC : 143  
 ACCEPTED AR#: 211 51 2720 DATE: 06/17/11 HENRICO COUNTY  
 CURRENT AR#: 211 51 2720 DATE: 06/17/11 STATUS: A ASSESSMENT INDICATOR: 0  

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	400.00				400.00	52,500

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(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission



CISM0180

CORPORATE DATA INQUIRY

04/19/12

17:35:56

CORP ID: F050160 - 3 STATUS: 00 ACTIVE STATUS DATE: 03/11/02  
CORP NAME: Parsons Brinckerhoff, Inc.

DATE OF CERTIFICATE: 02/11/1986 PERIOD OF DURATION: INDUSTRY CODE: 70  
STATE OF INCORPORATION: NY NEW YORK 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: 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 50 2275 DATE: 01/13/12 HENRICO COUNTY  
CURRENT AR#: 212 50 2275 DATE: 01/13/12 STATUS: A ASSESSMENT INDICATOR: 0  
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES  
12 250.00 30,000

(Screen Id:/Corp\_Data\_Inquiry)



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CORPORATE DATA INQUIRY

04/11/12

16:34:14

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#: 212 02 6546 DATE: 01/23/12 RICHMOND CITY

CURRENT AR#: 212 02 6546 DATE: 01/23/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEE	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	100.00					2,250

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission



CISM0180

CORPORATE DATA INQUIRY

04/11/12

16:36:11

CORP ID: 0492551 - 7 STATUS: 00 ACTIVE STATUS DATE: 12/01/08  
CORP NAME: QUINN CONSULTING SERVICES INCORPORATED

DATE OF CERTIFICATE: 10/24/1997 PERIOD OF DURATION: INDUSTRY CODE: 00  
STATE OF INCORPORATION: VA VIRGINIA 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: JOHN H QUINN JR

STREET: 2208 S KNOLL ST AR RTN MAIL:

CITY: ARLINGTON STATE : VA ZIP: 22202 2134  
R/A STATUS: 4 ATTORNEY EFF. DATE: 10/24/97 LOC : 106  
ACCEPTED AR#: 211 15 3803 DATE: 08/29/11 ARLINGTON COUNT  
CURRENT AR#: 211 15 3803 DATE: 08/29/11 STATUS: A ASSESSMENT INDICATOR: 0  
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES  
11 100.00 5,000

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission

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04/20/12

LLCM3220

LLC DATA INQUIRY

09:39:16

LLC ID: T041110 - 0 STATUS: 00 ACTIVE STATUS DATE: 07/30/09

LLC NAME: STRATACOMM LLC

DATE OF FILING: 07/30/2009 PERIOD OF DURATION: 99/99/9999 INDUSTRY CODE: 00

STATE OF FILING: DE DELAWARE 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: ONE THOMAS CIRLE NW 10TH FL

CITY: WASHINGTON STATE: DC ZIP: 20005-0000

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: CORPORATION SERVICE COMPANY

STREET: Bank of America Center, 16th Floor

1111 East Main Street

RTN MAIL:

CITY: RICHMOND STATE: VA ZIP: 23219-0000

R/A STATUS: 5 ENTITY AUTHORIZ EFF DATE: 04/29/11 LOC: 216 RICHMOND CITY

YEAR FEES PENALTY INTEREST BALANCE

11 50.00

(Screen Id:/LLC\_Data\_Inquiry)

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Commonwealth of Virginia  
State Corporation Commission

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CORPORATE DATA INQUIRY

04/11/12

16:44:06

CORP ID: 0504941 - 6 STATUS: 00 ACTIVE STATUS DATE: 08/04/04  
 CORP NAME: KEE CONSULTING, INC.

DATE OF CERTIFICATE: 06/23/1998 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: DONALD E KING

STREET: MCGUIREWOODS LLP AR RTN MAIL:  
 ONE JAMES CENTER/901 E CARY ST  
 CITY: RICHMOND STATE : VA ZIP: 23219  
 R/A STATUS: 4 ATTORNEY EFF. DATE: 07/21/09 LOC : 216  
 ACCEPTED AR#: 211 51 2598 DATE: 06/16/11 RICHMOND CITY  
 CURRENT AR#: 211 51 2598 DATE: 06/16/11 STATUS: A ASSESSMENT INDICATOR: 0  

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	100.00				100.00	5,000

(Screen Id:Corp\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission

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CISM0180

CORPORATE DATA INQUIRY

04/20/12

08:50:14

CORP ID: 0684368 - 4 STATUS: 00 ACTIVE STATUS DATE: 10/10/07  
CORP NAME: WILES MENSCH CORPORATION

DATE OF CERTIFICATE: 10/10/2007 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: MARY P RAMSEY

STREET: 11860 SUNRISE VALLEY DR #200 AR RTN MAIL:

CITY: RESTON STATE : VA ZIP: 20191

R/A STATUS: 1 DIRECTOR EFF. DATE: 10/10/07 LOC : 129

ACCEPTED AR#: 211 15 3633 DATE: 08/29/11 FAIRFAX COUNTY

CURRENT AR#: 211 15 3633 DATE: 08/29/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
11	130.00					10,000

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission



CISM0180

CORPORATE DATA INQUIRY

04/11/12

16:37:09

CORP ID: F123900 - 5 STATUS: 00 ACTIVE STATUS DATE: 12/03/07  
CORP NAME: EBA ENGINEERING, INC.

DATE OF CERTIFICATE: 10/22/1997 PERIOD OF DURATION: INDUSTRY CODE: 70  
STATE OF INCORPORATION: MD MARYLAND STOCK INDICATOR: S STOCK  
MERGER IND: CONVERSION/DOMESTICATION IND:  
GOOD STANDING IND: Y MONITOR INDICATOR:  
CHARTER FEE: 2000.00 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: 01/05/04 LOC : 143  
ACCEPTED AR#: 211 52 2819 DATE: 09/28/11 HENRICO COUNTY  
CURRENT AR#: 211 52 2819 DATE: 09/28/11 STATUS: A ASSESSMENT INDICATOR: 0  
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES  
11 1,700.00 1,000,000

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission



04/11/12

LLCM3220

LLC DATA INQUIRY

18:04:27

LLC ID: S313497 - 2 STATUS: 00 ACTIVE STATUS DATE: 01/11/10

LLC NAME: DMY Engineering Consultants, LLC

DATE OF FILING: 01/11/2010 PERIOD OF DURATION: INDUSTRY CODE: 00

STATE OF FILING: VA VIRGINIA MERGER INDICATOR:

CONVERSION/DOMESTICATION INDICATOR:

PRINCIPAL OFFICE ADDRESS

STREET: 1415 BAYSHIRE PL

CITY: HERNDON STATE: VA ZIP: 20170-0000

REGISTERED AGENT INFORMATION

R/A NAME: WEIYI MA

STREET: 45662 TERMINAL DRIVE

SUITE 110

RTN MAIL:

CITY: DULLES STATE: VA ZIP: 20166-0000

R/A STATUS: 1 MEMBER/MANAGER EFF DATE: 06/23/11 LOC: 153 LOUDOUN COUNTY

YEAR FEES PENALTY INTEREST BALANCE

12 50.00

(Screen Id:/LLC\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission

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CORPORATE DATA INQUIRY

04/19/12

16:48:49

CORP ID: F128190 - 8 STATUS: 00 ACTIVE STATUS DATE: 01/30/97  
 CORP NAME: DIW GROUP, INC.  
 DATE OF CERTIFICATE: 01/30/1997 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: MD MARYLAND STOCK INDICATOR: S STOCK  
 MERGER IND: CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: 2500.00 MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: CHARLES MITCHELL  
 STREET: 21601 AVENS CT AR RTN MAIL:  
 CITY: ASHBURN STATE : VA ZIP: 20148  
 R/A STATUS: 2 OFFICER EFF. DATE: 01/30/97 LOC : 153  
 ACCEPTED AR#: 212 01 7517 DATE: 01/03/12 LOUDOUN COUNTY  
 CURRENT AR#: 212 01 7517 DATE: 01/03/12 STATUS: A ASSESSMENT INDICATOR: 0  

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	1,700.00					2,000,000

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(Screen Id:/Corp\_Data\_Inquiry)

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Commonwealth of Virginia  
State Corporation Commission

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CORPORATE DATA INQUIRY

04/11/12

16:41:15

CORP ID: F187858 - 8 STATUS: 00 ACTIVE STATUS DATE: 11/03/11  
CORP NAME: Crider & Associates, Inc.

DATE OF CERTIFICATE: 11/03/2011 PERIOD OF DURATION: INDUSTRY CODE: 00  
STATE OF INCORPORATION: SC SOUTH CAROLINA 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: NATIONAL REGISTERED AGENTS INC

STREET: 4701 COX ROAD AR RTN MAIL:  
SUITE 301

CITY: GLEN ALLEN STATE : VA ZIP: 23060 6802

R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 03/27/12 LOC : 143

ACCEPTED AR#: 000 00 0000 DATE: HENRICO COUNTY

CURRENT AR#: 000 00 0000 DATE: STATUS: ASSESSMENT INDICATOR: 0

YEAR	FEE	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
00						1,000

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission

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04/11/12

LLCM3220

LLC DATA INQUIRY

16:45:03

LLC ID: S306382 - 5 STATUS: 00 ACTIVE STATUS DATE: 10/15/09

LLC NAME: Davis Appraisal & Consulting, LLC, Lorraine

DATE OF FILING: 10/15/2009 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: 647 BEALL AVE

CITY: LURAY STATE: VA ZIP: 22835-0000

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: LORRAINE A DAVIS

STREET: 647 BEALL AVE

RTN MAIL:

CITY: LURAY STATE: VA ZIP: 22835-0000

R/A STATUS: 1 MEMBER/MANAGER EFF DATE: 10/15/09 LOC: 169 PAGE COUNTY

YEAR FEES PENALTY INTEREST BALANCE

11 50.00

(Screen Id:/LLC\_Data\_Inquiry)



Commonwealth of Virginia  
State Corporation Commission

S  
Cor

Virg

CISM0180

CORPORATE DATA INQUIRY

04/20/12

08:52:39

CORP ID: F115667 - 0 STATUS: 00 ACTIVE STATUS DATE: 10/10/95  
CORP NAME: BROWN ASSOCIATES, P.C., THOMAS L.

DATE OF CERTIFICATE: 10/10/1995 PERIOD OF DURATION: INDUSTRY CODE: 70  
STATE OF INCORPORATION: DC WASHINGTON, D.C 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: 01/05/04 LOC : 143  
ACCEPTED AR#: 211 17 7366 DATE: 10/17/11 HENRICO COUNTY  
CURRENT AR#: 211 17 7366 DATE: 10/17/11 STATUS: A ASSESSMENT INDICATOR: 0  
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES  
11 100.00 1,000

---

(Screen Id:/Corp\_Data\_Inquiry)



Commonwealth of Virginia  
**State Corporation Commission**

S  
Cor

Virg

CISM0180

CORPORATE DATA INQUIRY

04/20/12

08:54:38

CORP ID: F134320 - 3 STATUS: 00 ACTIVE STATUS DATE: 06/30/98  
 CORP NAME: SABRA, WANG & ASSOCIATES, INC.

DATE OF CERTIFICATE: 06/30/1998 PERIOD OF DURATION: INDUSTRY CODE: 00  
 STATE OF INCORPORATION: MD MARYLAND STOCK INDICATOR: S STOCK  
 MERGER IND: CONVERSION/DOMESTICATION IND:  
 GOOD STANDING IND: Y MONITOR INDICATOR:  
 CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:  
 R/A NAME: RAYMOND H SUTTLE JR

STREET: 701 TOWN CENTER DRIVE AR RTN MAIL:  
 SUITE 800

CITY: NEWPORT NEWS STATE : VA ZIP: 23606

R/A STATUS: 4 ATTORNEY EFF. DATE: 04/14/11 LOC : 211

ACCEPTED AR#: 211 10 1769 DATE: 05/23/11 NEWPORT NEWS CI

CURRENT AR#: 211 10 1769 DATE: 05/23/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEE	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	100.00				100.00	5,000

(Screen Id:/Corp\_Data\_Inquiry)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
06-30-2012

NUMBER  
2705 122043A

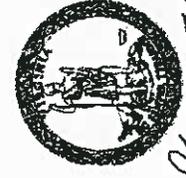
9980 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

BOARD FOR CONTRACTORS  
CLASS A CONTRACTORS LICENSE

WILLIAM G COX AND DAVID J MILES  
CK CONSTRUCTORS  
12001 GUILFORD ROAD

ANNAPOLIS JUNCTION MD 20701

\*CLASSIFICATIONS\* H/H



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

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

**EXPIRES ON**  
02-28-2014

9900 Mayland Dr., Suite 400, Richmond, VA 23293  
Telephone: (804) 367-6500

**NUMBER**  
0411000142

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

**PARSONS BRINCKERHOFF, INC.  
465 SPRING PARK PL  
HERNDON, VA 20170**



*Gordon N. Dixie*  
Gordon N. Dixie, Director

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(POCKET CARD)

**COMMONWEALTH OF VIRGINIA**

**BOARD FOR APELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000142 EXPIRES: 02-28-2014  
PROFESSIONS: ENG, ARC  
PARSONS BRINCKERHOFF, INC.  
465 SPRING PARK PL  
HERNDON, VA 20170**



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**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
9900 Mayland Dr., Suite 400, Richmond, VA 23293**

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

**EXPIRES ON  
12-31-2013**

9960 Mayland Dr., Suite 400, Richmond, VA 23283  
Telephone: (804) 367-8500

**NUMBER  
0407002610**

**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**



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

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

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

EXPIRES ON  
12-31-2013

NUMBER  
0407003733

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

PROFESSIONS: ENG

QUINN CONSULTING SERVICES INC  
4607 MARBLE ROCK COURT  
CHANTILLY, VA 20151



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

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA  
BOARD FOR APPELSCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407003733 EXPIRES: 12-31-2013  
PROFESSIONS: ENG  
QUINN CONSULTING SERVICES INC  
4607 MARBLE ROCK COURT  
CHANTILLY, VA 20151



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

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2013

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

NUMBER  
0407003798

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

PROFESSIONS: ENG

EEE CONSULTING INC  
8525 BELL CREEK RD  
MECHANICSVILLE, VA 23116



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

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**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION**

**COMMONWEALTH OF VIRGINIA**

9880 Mayland Dr., Suite 400, Richmond, VA 23293  
Telephone: (804) 367-9500

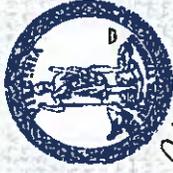
EXPIRES ON  
12-31-2013

NUMBER  
0407002861

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

**PROFESSIONS: ENG, LS**

**WILES MENSCH CORPORATION  
11860 SUNRISE VALLEY DRIVE  
SUITE 200  
RESTON, VA 20191**



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

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
02-28-2014

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

NUMBER  
0411000871

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

PROFESSIONS: ENG

EBA ENGINEERING INC  
714 WESTWOOD OFFICE PARK  
FREDERICKSBURG, VA 22401



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

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(POCKET CARD) COMMONWEALTH OF VIRGINIA

BOARD FOR APPELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000871 EXPIRES: 02-28-2014  
PROFESSIONS: ENG  
EBA ENGINEERING INC  
714 WESTWOOD OFFICE PARK  
FREDERICKSBURG, VA 22401



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

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

EXPIRES ON  
02-28-2014

9960 Mayland Dr., Suite 400, Richmond, VA 23239  
Telephone: (804) 367-8500

NUMBER  
0411000659

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

PROFESSIONS: ENG

EBA ENGINEERING, INC  
287 SHINGLE OAK LANE  
NELLYSFORD, VA 22958



*Gordon R. Dixon*  
Gordon R. Dixon, Director

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**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION**

**COMMONWEALTH OF VIRGINIA**

9990 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

EXPIRES ON  
12-31-2013

NUMBER  
0407005631

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

PROFESSIONS: ENG

DMY ENGINEERING CONSULTANTS, LLC  
45662 TERMINAL DRIVE  
SUITE 110  
DULLES, VA 20166



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

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2013

9900 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

NUMBER  
0407004748

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

PROFESSIONS: ENG

DIW GROUP INC  
SPECIALIZED ENGINEERING  
4845 INTERNATIONAL BLVD  
#104  
FREDERICK, MD 21703



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

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APESCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407004748 EXPIRES: 12-31-2013  
PROFESSIONS: ENG  
DIW GROUP INC SPECIALIZED ENGINEERING  
4845 INTERNATIONAL BLVD  
#104  
FREDERICK, MD 21703



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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
9900 Mayland Dr., Suite 400, Richmond, VA 23233

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COMMONWEALTH OF VIRGINIA

EXPIRES ON

12-31-2013

NUMBER

4008 001721

8980 Mayland Dr., Suite 400, Richmond, VA 23238  
Telephone: (804) 867-8500

REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION

CRIDER & ASSOICATES

2 RIDGEWAY AVE

GREENVILLE SC 29607



*Stella H. A. F.*

Govdop N. Dawson, Director

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POCKET CARD COMMONWEALTH OF VIRGINIA

REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION

NUMBER: 4008 001721 EXPIRES: 12-31-2013

CRIDER & ASSOICATES

2 RIDGEWAY AVE

GREENVILLE SC 29607



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

9880 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 387-8500

EXPIRES ON

03-31-2014

NUMBER

4008 001643

REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION



LORRAINE DAVIS APPRAISAL & CONSULTING LLC

647 BEALL AVE

LURAY VA 22835

*Gordon N. Dizon*  
Gordon N. Dizon, Director

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

REAL ESTATE APPRAISER BOARD  
BUSINESS REGISTRATION

NUMBER: 4008 001643 EXPIRES: 03-31-2014

LORRAINE DAVIS APPRAISAL & CONSULTING LLC

647 BEALL AVE

LURAY VA 22835



(DETACH HERE)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
6880 Mayland Dr., Suite 400, Richmond, VA 23233

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2015

9980 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

NUMBER  
0405001479

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

PROFESSIONS: ENG

THOMAS L BROWN ASSOCIATES P C  
1400 EYE ST NW STE 440  
WASHINGTON, DC 20005



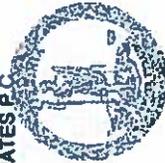
*Gordon N. Dixea*  
Gordon N. Dixea, Director

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

POCKET CARD)

COMMONWEALTH OF VIRGINIA  
BOARD FOR APPLSCIDLA  
PROFESSIONAL CORPORATION REGISTRATION  
NUMBER: 0405001479 EXPIRES: 12-31-2015  
PROFESSIONS: ENG  
THOMAS L BROWN ASSOCIATES P.C.  
1400 EYE ST NW STE 440  
WASHINGTON, DC 20005



(DETACH HERE)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
8980 Mayland Dr., Suite 400, Richmond, VA 23233

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION

COMMONWEALTH OF VIRGINIA

9000 Mayland Dr., Suite 400, Richmond, VA 23298  
Telephones: (804) 387-6500

EXPIRES ON

12-31-2013

NUMBER

0407006636

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

PROFESSIONS: ENG

SABRA, WANG & ASSOCIATES, INC  
101 WEST BROAD ST  
STE 301  
FALLS CHURCH, VA 22046



*Sabra N. Wang*  
Secretary

REGISTRATION NUMBER: 0407006636, EXPIRES: 12-31-2013  
PROFESSIONS: ENG

SEE REVERSE SIDE FOR NAME AND/OR ADDRESS CHANGE

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

PROFESSIONS: ENG

SABRA, WANG & ASSOCIATES, INC

101 WEST BROAD ST

STE 301

FALLS CHURCH, VA 22046



REGISTRATION NUMBER

0407006636

EXPIRES ON

12-31-2013

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION

9000 Mayland Dr., Suite 400, Richmond, VA 23298

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

EXPIRES ON  
08-31-2013

9980 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 387-8500

NUMBER  
0402026380

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

**JOHN KEVIN VICINSKI  
4609 MARBLE ROCK CT  
CHANTILLY, VA 20151**



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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA  
PROFESSIONAL ENGINEER LICENSE  
NUMBER: 0402026380 EXPIRES: 08-31-2013



JOHN KEVIN VICINSKI  
4609 MARBLE ROCK CT  
CHANTILLY, VA 20151

(DETACH HERE)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
9980 Mayland Dr., Suite 400, Richmond, VA 23233

15  
18

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

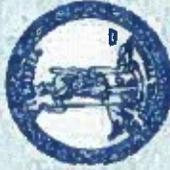
**EXPIRES ON  
04-30-2013**

**NUMBER  
0402017279**

9860 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 967-6500

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

**DAVID A. CHARTERS JR  
303 HIGHFIELD AVENUE  
CARY, NC 27519**



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

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
06-30-2012

9960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-9500

NUMBER  
0402023321

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

JOHN W MICHELS  
47577 SANDBANK SQ  
STERLING, VA 20165



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

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

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

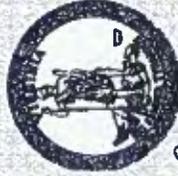
9900 Mayland Dr., Suite 400, Richmond, VA 23293  
Telephone: (804) 387-8500

EXPIRES ON  
**11-30-2013**

NUMBER  
**4001 000349**

**REAL ESTATE APPRAISER BOARD  
CERTIFIED GENERAL REAL ESTATE APPRAISER**

**LORRAINE A DAVIS  
647 BEALL AVENUE  
LURAY VA 22835**



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

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FORM FOR STATE OF VIRGINIA CLASSIFIED INFORMATION

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

8960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephones: (804) 367-8500

EXPIRES ON

12-31-2012

NUMBER

4001 014045

**REAL ESTATE APPRAISER BOARD  
CERTIFIED GENERAL REAL ESTATE APPRAISER**

**CHARLES FRANKLIN CRIDER  
2 RIDGEWAY AVE**

**GREENVILLE SC 29607 0000**



*Gordon N. Dixon*

Gordon N. Dixon, Director

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Project Name:	<b>Design-Build Frederick Douglass Bridge Over Anacostia River, Washington, DC</b>	Dates:	<b>Sept. 2006-Feb. 2008</b>
Project Role:	<b>Sr. Design-Build Project Manager/Sr. Project Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>DC Dept. of Transportation</b>		
<p>As <b>Sr. Design-Build Project Manager/Sr. Project Manager</b> of this \$34.4 Million project, Rick was key in overseeing design, was responsible for construction quality management, short and long range scheduling, resource allocation, construction/ subcontractor management, safety management, cost control and owner relations. This fast-track project altered the existing bridge and constructed a “<i>streetscape boulevard</i>” concurrent with construction of the new Washington Nationals Baseball Stadium. The existing Frederick Douglass Bridge was an old viaduct in an industrial setting and carried on average 77,000 vehicles per day. The project replaced 1,200 lf of the 3,000 lf existing structure with an at-grade streetscape. A major engineering task was lowering four spans (275 lf) of the bridge into a new configuration acting as a new abutment and approach span from South Capitol Street. The concept plans called for lowering 8 spans onto a ground level abutment. Our team engineered an MSE approach for the new abutment and lowering 4 spans, providing a more aesthetically-appealing approach to the streetscape boulevard. There were 10 design packages completed and approved in seven months with Rick and the Corman design-build team working with proposed Lead Structural Engineer John Michels, PE of Parsons Brinckerhoff to obtain these approvals.</p> <p>Relevant project features include:</p> <ul style="list-style-type: none"> <li>▪ contractor-led quality control program.</li> <li>▪ lowering 4 existing bridge spans onto rehabilitated piers with a section of the bridge deck poured in place to tie the lowered sections into the new abutment.</li> <li>▪ closed the bridge and S. Capitol Street 62 days for demolition/structural reconstruction and streetscape work finishing 8 days early and earning \$1M in incentives.</li> <li>▪ repaired the remote controlled traffic gates for bascule span.</li> <li>▪ existing bridge repairs.</li> <li>▪ successfully completed on schedule and on budget.</li> </ul> <p>There was \$5M of work added to the contract, 200 workers with 89,432 man-hours with no lost time or recordable incidents. Parsons Brinckerhoff, Stratacomm and Corman maintained an effective community outreach program with neighborhood/stadium/MOT. Project won 4 awards of excellence, including a National ACEC award and ENR Project of the Year.</p>			
Project Name:	<b>Route 1 Tie In to Woodrow Wilson Bridge Urban Deck, Alexandria, VA</b>	Dates:	<b>Jan. 2003-April 2008</b>
Project Role:	<b>Sr. Project Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation</b>		
<p>As <b>Sr. Project Manager</b> of this \$62.7 Million two-phased demolition project, Rick supervised the project management team and field supervision where he provided valuable project team senior leadership and held responsibility for contract administration of the project. He was responsible for construction quality management and provided field oversight and troubleshooting of constructability issues. Rick led the project team in getting owner buy in to shift the Beltway for Phase 2 sooner as the project was ahead of schedule and became independent of the other Woodrow Wilson Bridge projects. Rick also:</p> <ul style="list-style-type: none"> <li>▪ worked with Parsons Brinckerhoff key personnel GEC Team.</li> <li>▪ worked with Stratacomm on community outreach (Example: major beltway shift without major traffic back-ups).</li> </ul> <p>Relevant project features include:</p> <ul style="list-style-type: none"> <li>▪ major bridge construction and widening of ½ mile of I-95/I-495 from 6 lanes to the final 14 lane configuration.</li> <li>▪ complex MOT with ADT of 160,000.</li> <li>▪ limited egress/ingress points for the work.</li> <li>▪ new ramp construction from I-95 to Washington Street.</li> <li>▪ subcontractor coordination and in-house quality control oversight.</li> <li>▪ design-build elements for noise walls and an MOT bridge.</li> <li>▪ successfully completed on schedule and on budget.</li> </ul> <p>Project received VDOT’s Commissioner’s Award for Outstanding Achievement for the Virginia Advance Connector. Project met all 8 milestones, maintained a stellar safety record and an average 99.29% C-36 VDOT rating.</p>			

Project Name:	<b>Design-Build Intercounty Connector Contract B, Montgomery County, MD</b>	Dates:	<b>Sept. 2008-Nov. 2011</b>
Project Role:	<b>Sr. Project Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Maryland Dept. of Transportation</b>		
<p>As Corman's <b>Sr. Project Manager</b>, of this design-build \$559M Joint Venture (MD 200 Constructors – Kiewit/Corman/Wagman), Rick provided constructability input throughout design and construction, short and long range scheduling review, resource allocation, troubleshooting field problems, and subcontractor and safety management. He worked with Parsons Brinckerhoff key staff who held significant roles of the owner general engineering consultant. Relevant project features include:</p> <ul style="list-style-type: none"> <li>▪ 7.1 mile six-lane divided highway, state-of-the-art automated toll way.</li> <li>▪ 10 mainline bridges totaling over 600,000 SF of deck with 98 each 72" diameter bridge caissons.</li> <li>▪ 5 crossover bridges (2 had interchanges).</li> <li>▪ 2.4 million CY of excavation, 1.7 million CY of embankment, 500,000 SY new pavement.</li> <li>▪ 20 retaining walls, 7 miles of sound barriers, 80,000 LF of drainage, and 3miles of pathways.</li> <li>▪ extensive community outreach as work was in/around active urban neighborhoods.</li> <li>▪ maintenance of traffic for crossings and interchange points.</li> <li>▪ maintained access with temporary roads, walkways and detours for pedestrians and vehicles.</li> <li>▪ work involved 10 utility companies for major utility relocations in highly-congested areas.</li> <li>▪ successfully completed on schedule and on budget.</li> </ul>			
Project Name:	<b>I-95/I-695 Interchange Rosedale, MD</b>	Dates:	<b>Jan. 2007-June 2010</b>
Project Role:	<b>Sr. Project Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Maryland Transportation Authority</b>		
<p>As Corman's <b>Sr. Project Manager</b> of this \$208 Million joint venture project, Rick was a key construction management team member involved with short and long range scheduling, resource allocation, construction oversight, subcontractor management, safety management, cost control and owner relations. Rick also worked with Parsons Brinckerhoff, a key GEC firm member in daily CM operations. Relevant project features include:</p> <ul style="list-style-type: none"> <li>▪ 4 mile roadway/bridge for I-95/I-695 interchange and realignment for future HOV lanes.</li> <li>▪ new reconfigured three-level interchange for general purpose roadways and ramps.</li> <li>▪ MOT involved 240,000/149,000 (I-95/I-695) ADT with two continuous live streams throughout the project.</li> <li>▪ limited access/egress for construction personnel and equipment through active braided interchange.</li> <li>▪ 4 multi-span flyover bridges, 2,200' long over I-95 and I-695 and 7 low-level bridges.</li> <li>▪ noise walls, MSE walls, utility relocations and storm drainage systems.</li> <li>▪ proactive public outreach and partnering with the owner/GEC/community.</li> <li>▪ successfully completed on schedule and on budget.</li> </ul> <p>Project won 5 awards: 2011 NPHQ Special Recognition Award for a Structure, 2011 MdQI Award of Excellence – Partnering Silver Award, 2011 MdQI Award of Excellence –Structure New/Structure Rehabilitation Over \$5 Million, 2010 ACI Maryland Chapter Award for Heavy Construction, and 2010 NPHQ Silver Award –“Making a Difference for Public Communications”</p>			
Project Name:	<b>Design-Build I-70 Phase 2D Frederick MD</b>	Dates:	<b>July 2010-Present</b>
Project Role:	<b>Sr. Project Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Maryland Dept. of Transportation</b>		
<p>As <b>Sr. Design Build Project Manager</b> of this \$35.4M design-build project, Rick provides overview of design development, constructability reviews, short and long range scheduling, resource allocation, construction/subcontractor management, safety management, cost control, partnering and community outreach. He is the primary contact for Corman with MDOT and holds responsibility for contract administration and is responsible for the design quality management. Relevant project features include:</p>			

- third-party coordination, including utility relocations and two MTA railroad track crossings involving automatic crossing protection systems with crossing arms and signals.
- Parsons Brinckerhoff is the consultant firm reviewing Corman's MTA track crossing submissions.
- widening approximately one mile of I-70 under heavy traffic.
- ramp realignments and replacements off and onto I-70.
- sequenced to overlap design and construction resulting in 8 major design packages.
- involved with third-party Maryland Dept. of the Environment reviewer and the design-build team's environmental compliance firm.
- replacing two I-70 bridges over South Street and MTA tracks.
- partnered project is currently on schedule and budget.

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>John Vicinski, PE, DBIA – Quality Assurance Manager</b>
b. Project Assignment:	<b>Quality Assurance Manager</b>
c. Name of Firm with which you are now associated:	<b>Quinn Consulting Services, Inc.</b>
d. Years experience: With this Firm <u>4</u> Years With Other Firms <u>25</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>Quality Assurance Manager.....Quinn Consulting Services, Inc. 2008-Present</b>	
John has exclusively on design-build projects in lead QA and QC roles since 2008.	
2011-Present	Design-Build FHWA Fairfax County Improvements (Phase III)
2010	Design-Build VDOT Waxpool Road & Loudoun Co. Parkway Interchange Improvements
2008-2010	Design-Build VDOT/FHWA PPTA adding High Occupancy Toll (HOT) Lanes to 14 miles of the Capital Beltway-Virginia side (Area QC Engineer).
2008	Design-Build VDOT Pacific Boulevard
2008	Design-Build VDOT Battlefield Parkway
2008	Design-Build VDOT Gilberts Corner Project, Loudoun County, VA.
<b>Vice President.....Alpha Corporation 1995-2008</b>	
As vice president and director of transportation services in Virginia, John managed up to 25 contracts simultaneously providing CEI services on design-build, district-wide, and project-specific projects for VDOT and other transportation clients.	
2008	Design-Build VDOT Battlefield Parkway-QAM
2008	VDOT Design-Build Gilberts Corner Project in Loudoun County, VA-QAM
2007-2008	\$56 Million, 5.6 mile rail/roadway design-build project in Portsmouth, VA-QAM
2006-2008	VDOT I-66 Gainesville Interchange-Project Director providing CEI inspectors/support.
2005-2008	\$500 Million container terminal in Portsmouth, VA-Project Director
1995-1998 &	
2005-2008	VDOT Northern Virginia District-wide CEI Contracts -Inspector Coordinator
1998-2008	Three consecutive VDOT Culpeper District-wide CEI contracts-Inspector Coordinator
1997-2008	Three VDOT Hampton Roads District-wide CEI contracts-Project Director
2004-2008	Task order contract - constructability reviews/CPM scheduling-Project Director/Task Mgr.
2004-2008	Multiple transportation projects -Project Director who provided CEI services
2006-2008	Design-Build Monroe Street -Project Director who provided CEI services
2005-2008	Prince William County transportation projects -Project Director who provided CEI services
2004-2006	VDOT I-81 Maury River Bridge Replacement near Lexington, VA -Project Director/CEI
2003-2006	Town of Herndon -Project Director who provided transportation inspectors
2005-2008	Fairfax County environmental and building projects -Project Director/CEI Services.
2002-2007	VDOT Northern Virginia, Culpeper, & Fredericksburg -Inspector Coordinator who provided bridge and painting inspectors
2000-2003	VDOT Staunton District -Inspector Coordinator who provided inspectors
1995-1997	VDOT Route 17 Spur, Warrenton, VA- Project Director who provided CEI services
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	<b>University of Pittsburgh @ Johnstown / BS / 1982 / Civil Engineering Technology</b>
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	<b>1992 / Civil Engineer / 0402 026380</b>
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) projects for which you have performed a similar function.)**

Project Name:	<b>Design-Build Fairfax County Parkway, Fairfax, VA</b>	Dates:	<b>Feb. 2010- July 2012</b>
Project Role:	<b>Quality Assurance Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation/Federal Highway Administration</b>		

**Quality Assurance Manager (QAM)** on this \$22 Million interchange/roadway FHWA/VDOT Design-Build project.

Project elements include:

- design-build
- construction of a six-lane divided limited access highway
- Franconia-Springfield Parkway interchange improvements
- shared-use path alongside a portion of relocated Rolling Road
- sound barriers along relocated Rolling Road and Ramp D
- new bridge (B692) over the Fairfax County Parkway

John's duties included:

- overseeing QA and QC staff to ensure project was completed per contract documents and the VDOT Minimum QA & QC requirements for projects.
- facilitating activity preparatory meetings
- documenting asphalt and aggregate testing within the FHWA QL Pay System,
- coordinating QA laboratory testing services.

Project Name:	<b>Design-Build I-495 HOT Lanes, Tyson's Corner, VA</b>	Dates:	<b>Nov. 2008- Present</b>
Project Role:	<b>Area Quality Control Engineer</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation/HNTB</b>		

**Area Quality Control Engineer** on the \$1.5 billion design-build widening of 14 miles of the Capital Beltway.

Project elements included:

- design-build
- median HOV lane structural tie-ins to existing structures, plus new and modifications to bridges
- complex MOT on I-495 with high ADT
- adds two-lanes in each direction, replaces over 50 bridges and overpasses
- upgrades 10 interchanges and improves bike and pedestrian access
- ROW acquisition, utility relocations, pavement, sound walls, drainage, erosion & sediment control

John's duties included:

- managing teams of inspectors to provide quality control inspection and testing services per the project-specific quality assurance/quality control plan and VDOT's Minimum Quality Control & Quality Assurance Requirements for Design Build & Public-Private Transportation Act Projects
- interfacing with design engineers on RFI's, field design changes (FDC's), non-compliance reports (NCR's)
- daily coordination with QA and the general engineering consultant (GEC).

Project Name:	<b>Design-Build Battlefield Parkway, Town of Leesburg, VA</b>	Dates:	<b>Jan 2008-Nov 2008</b>
Project Role:	<b>Quality Assurance Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation</b>		

**Quality Assurance Manager (QAM)** on DB construction of Battlefield Blvd. extension East of the Town of Leesburg.

Project elements included:

- design-build
- right-of-way acquisition, utility relocation
- new roadway/bridge construction,

- erosion and sediment control, MOT, and drainage.

John duties included:

- overseeing quality assurance activities
- reviewing/approving monthly pay estimates
- verifying contractor and QC personnel perform work per contract documents and the project- specific QA/QC plan and VDOT's Minimum Quality Control & Quality Assurance Requirements for Design-Build & Public-Private Transportation Act Projects.

Project Name: **Design-Build Gilberts Corner, Loudoun County, VA**      Dates: **Jan 2008-Nov 2008**

Project Role: **Quality Assurance Manager**      With Current Firm? **Yes**

Client/Owner: **Virginia Dept. of Transportation**

**Quality Assurance Manager (QAM)** on design-build construction of four new traffic circles or roundabouts as part of the Rt. 50 traffic calming initiative at and near the intersection of Rt. 15 and Rt. 50 in Loudoun County, VA.

Project elements included:

- design build
- ROW, utility relocation
- roadway widening and construction

John duties included:

- overseeing QA and QC activities and assured that work was performed per the project specific QA/QC plan and VDOT's Minimum Quality Control & Quality Assurance Requirements for Design Build & Public-Private Transportation Act Projects.
- assisted in writing the QA/QC plan and assembled qualified QA inspectors and QC technicians to implement the plan and track documentation.
- reviewing and signing monthly pay estimates after comparing pay requests with actual progress and compliance with minimum QA/QC technical standards.

Project Name: **Design-Build Waxpool Road, Loudoun County, VA**      Dates: **July 2010-Dec 2010**

Project Role: **Quality Assurance Manager**      With Current Firm? **Yes**

Client/Owner: **Virginia Dept. of Transportation**

**Quality Assurance Manager (QAM)** for the design-build demolition of existing medians and adding turn lanes in each direction of Waxpool Road.

Project elements included:

- design-build
- roadway construction and widening
- signalization, permanent striping, and signage.
- MOT
- erosion and sediment control, removal/replacement of unsuitable materials, drainage

John's duties included:

- ensuring work was performed per the contract
- conducting activity preparatory meetings
- monitoring QC inspections and documentation
- attending progress meetings
- verifying and signing contractor monthly pay estimates.

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

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>David Charters, Jr., PE –Senior Project Manager</b>
b. Project Assignment:	<b>Design Manager</b>
c. Name of Firm with which you are now associated:	<b>Parsons Brinckerhoff, Inc.</b>
d. Years experience: With this Firm <u>31</u> Years With Other Firms <u>4</u> Years	
<p>Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):</p> <p>David is a senior engineering manager with extensive experience in the design of steel and concrete structures for transportation systems. A multifaceted professional, he has developed designs for bridges; transit facilities such as aerial structures, subway sections, and underground stations; tunnels; retaining walls; and buildings. David has participated in all phases of engineering projects, including project management, structural inspection, analysis, design and construction support. David is a Senior Professional Associate and certified Senior Project Manager.</p> <p><b>Sr. Project Manager/Staff Manager.....Parsons Brinckerhoff 2006-Present</b>            David's assignments included managing projects, serving as task manager of multiple disciplines, serving as structures lead, coordinating the structures staff in the Raleigh, North Carolina office, and managing all structures staff in the mid-Atlantic region. The project work included:            2010-2012 Design-Build Dulles Corridor Metrorail Project, Phase 2, Northern Virginia: \$3B - MWAA            2009-2010 Design-Build DFW Connector Final Design, Dallas, Texas: \$1B – TxDOT            2008-2012 North Carolina Turnpike Authority On-Call Contract, North Carolina: \$10M –NC Turnpike Authority            2009-2011 Design-Build Interstate 40 Widening, Raleigh, North Carolina: \$20M - NCDOT            2007-2008 Norfolk Light Rail Transit System, Norfolk, Virginia: \$318M – Hampton Roads Transit            2006-2007 Design-Build Rehabilitation of the Frederick Douglass Memorial Bridge and Nationals Ballpark Infrastructure Improvements, Washington, DC: \$34.4M – District of Columbia DOT            2006-Present American Tobacco Trail &amp; Pedestrian Bridge over I-40, Durham, NC: \$8M – City of Durham</p> <p><b>Deputy Project Director/Design Manager .....Parsons Brinckerhoff 2003-2006</b>            David served as deputy project director and design manager for the Triangle Transit Authority (TTA) Regional Rail Project in North Carolina, a 28-mile new rail start project. David was responsible for managing the work of seven design subconsultants for the civil works. David coordinated track alignment, systems, structural, roadway, drainage, stormwater management, and utility design issues with TTA and the rail station designers in addition to the section designers. He was also the lead structural engineer for the GEC, responsible for coordinating the structural design of 32 bridges, retaining walls, and below-grade U-section/tunnel.            2003-2006 Regional Rail Project, Raleigh/Durham, North Carolina: \$515M – Triangle Transit Authority</p> <p><b>Sr. Project Manager/Staff Manager.....Parsons Brinckerhoff 1997-2003</b>            David's assignments included managing projects, serving as task manager of multiple disciplines, serving as structures lead, and coordinating the structures staff in the Pittsburgh, Pennsylvania office. The project work included:            2000-2001 Monongahela Connecting Railroad Bridge, Pittsburgh, Pennsylvania: \$8M – Pittsburgh Urban Redevelopment Authority            2001-2002 Kennerdell Bridge Retrofit, Venango County, Pennsylvania: \$7M - PennDOT            2001-2003 Port Authority of Allegheny County Transit System Task Order Contract, Pittsburgh, Pennsylvania: \$10M - Port Authority of Allegheny County            1998-2001 Pennsylvania Turnpike Systemwide Biennial Inspections, Pennsylvania: N/A (only inspection of bridges and tunnels) – Pennsylvania Turnpike Commission            1997-2000 Corridor H/WV 55, Hardy County, West Virginia \$190M – WVDOH</p>	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	<b>University of Pittsburgh/MS/1980/Civil Engineering</b> <b>Lehigh University/BS/1976/Civil Engineering</b>
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	<b>1987 / Virginia / Professional Engineer – Civil / #017279</b>
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>

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

Project Name:	<b>Design-Build Frederick Douglass Bridge Inspection/ Rehabilitation, Washington, DC</b>	Dates:	<b>2006-2008</b>
Project Role:	<b>Project Manager/Project Engineer</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>District of Columbia Dept. of Transportation</b>		

David Charters was the **Project Manager** for the award-winning rehabilitation design of the bridge that carries South Capitol Street over the Anacostia River. This five-lane bridge consists of a 386-foot-long plate girder swing span, flanked by plate girder approach spans. As Project Manager, David managed the work of structural, mechanical and electrical engineers familiar with the requirements of movable bridge spans.

The rehabilitation design consisted of:

- Replacement of electrical and mechanical facilities for the swing span, including traffic control gates, signals and barriers.
- Replacement of deteriorated structural members in the swing span.
- Removal of the fracture-critical pin-and-hanger connections in the approach spans by making the main girders continuous.

During the \$34.4M rehabilitation of the bridge in 2007, David assisted in reviewing bid packages and design-build documents prepared by Corman Construction, Inc. for the partial demolition, reconstruction and lowering of the northern bridge approach spans; a continuous four-span section. Close coordination with Corman Construction, Inc. and DDOT contributed to the successful completion of this award-winning project on schedule.

Relevant project features include:

- Connecting / Tie-ins to existing steel structures
- Complex urban project
- Design-Build project work with Corman Construction, Inc.
- Maintenance of traffic and construction in a high traffic volume, geographically constrained corridor
- Limited construction access and staging
- Management of a multi-discipline design team
- Innovative design solutions to expedite construction and limit the disruption to the public
- Communication with multiple stakeholders
- Bridge demolition/removal
- Coordination with adjacent contracts
- Utility coordination
- Constructability reviews

Project Name:	<b>Design-Build Dallas-Fort Worth (DFW) Connector Final Design, Dallas, Texas</b>	Dates:	<b>2009-2010 (Construction continues until 2014)</b>
Project Role:	<b>Structural Design Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Texas Dept. of Transportation</b>		

David Charters led the final design of the bridge structures for this \$1B Design-Build project, and was responsible for coordinating the structural design with all of the other disciplines, including roadway, drainage, ROW, utilities, ITS, environmental, geotechnical, retaining walls and QA/QC. The project consisted of 8 miles of reconstructed and widened highways, interchanges and 37 new bridges (approximately 2 million square feet of bridge deck), with the installation of managed lanes. The project was a joint venture of Kiewit and Zachary.

David's duties included:

- Managing design team in six PB offices and coordinated with multiple disciplines.
- Significant third parties coordination.
- Task force meetings with contractor, owner, and representatives of the design team.
- Held frequent meetings with the contractor to discuss each bridge, including type of girders and foundations, span lengths, bridge length, and constructability items. Each bridge was carefully coordinated to provide cost effective designs within the requirements of the owner.
- Worked with the design team to respond to comments received from owner and contractor.
- Oversaw design subconsultant to develop independent design calculations of key bridge components as a means to confirm that the designs by the project team were consistent with TxDOT standards and project requirements.

- Participated in interdisciplinary reviews of each submittal as another means of QA/QC of the project. The independent design calculations and interdisciplinary reviews were found to be critical to the success of the quality control program for the project.

Relevant project features include:

- Design-build project work with Kiewit
- MOT and construction in a high traffic volume, geographically constrained corridor, including interstate highway
- Limited construction access and staging
- Maintenance of pedestrian and bike traffic
- HOV/managed lanes including ITS
- New bridges and bridge widening, and multiple level roadways
- Geotechnical engineering design
- Work within environmentally sensitive areas
- Extensive quality control program for the design and construction
- Bridge demolition and removal
- Utility coordination and relocation
- Stormwater management and drainage design

This project is meeting all milestones and is on track to be completed ahead of the 2014 completion date.

Project Name:	<b>Design-Build Dulles Corridor Metrorail Project, Phase 2, Northern Virginia</b>	Dates:	<b>2010-2012</b>
Project Role:	<b>Civil and Structures Design Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Metropolitan Washington Airports Authority (MWAA)</b>		

David Charters served as **Design Manager** for the civil/structures/site work for the preliminary design of the 3-mile Dulles Airport Segment of the 11.6 mile long Phase 2 of the Dulles Corridor Metrorail Project. Parsons Brinckerhoff, in joint venture, is the General Engineering Consultant responsible for the preliminary design and preparation of the **Design-Build** procurement documents for Phase 2.

David's duties also included:

- Managing design team in four PB offices and four other firms.
- Significant third parties coordination with the Airports Authority, TSA, WMATA, Fairfax Co., and Loudoun Co.
- Coordinated with the project architect and the Airports Authority to accommodate the aesthetic requirements
- Task force meetings with the owner and operator

Relevant features include:

- Design-Build Procurement
- Maintenance of traffic and construction in a high traffic volume, geographically constrained corridor
- Maintenance of pedestrian traffic
- Limited construction access and staging
- Coordinate the work of multiple disciplines
- Work within environmentally sensitive areas
- Communicate with multiple stakeholders
- Utility coordination and relocation
- Geotechnical engineering design
- Coordination with adjacent contracts
- Noise barriers
- Stormwater management and drainage design

The Design-Build Procurement documents are presently being prepared for the solicitation of Statements of Qualifications for a significant portion of Phase 2 of the Metrorail Project

Project Name:	<b>Design-Build Interstate 40 Widening, Raleigh, North Carolina</b>	Dates:	<b>2009-2011</b>
Project Role:	<b>Project Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>North Carolina Dept. of Transportation (NCDOT)</b>		

David Charters served as the **Project Manager** for a portion of this \$20M design-build project to widen the interstate highway, I-40, a high-volume corridor, for approximately six miles from four lanes to six lanes, with the bridges being widened to accommodate eight lanes. The Design Builder was S.T. Wooten. Project included sharply skewed, three-span steel girder bridges over Wade Avenue in a constrained site condition, within an extremely busy interstate corridor.

David's duties included:

- Coordinated the work of the structural design team and interfaced with the contractor, prime consultant and the various disciplines, including maintenance of traffic, roadway, grading and drainage, stormwater management, geotechnical and utilities.
- Coordinated with the geotechnical and structural engineers to confirm the diameter and depth required for the drilled shafts.
- Task force meetings with the owner and contractor

Relevant project features include:

- Design-build project work
- Maintenance of traffic and construction in a high traffic volume corridor, including interstate highway
- Limited construction access and staging
- Bridge widening
- Coordinate with multiple disciplines
- Communicate with multiple stakeholders
- Utility coordination and relocation
- Bridge demolition and removal
- Structural details of the bridge widening were designed to interface seamlessly with the existing bridge structures.

Successfully completed and opened to traffic, greatly relieving congestion along this critical interstate artery.

Project Name:	<b>Corridor H/WV 55 Hardy County, West Virginia</b>	Dates:	<b>1997-2000</b>
Project Role:	<b>Structural Design Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>West Virginia Division of Highways (WVDOH)</b>		

David Charters served as the **Structural Design Manager** for the final design of six dual bridges along this award-winning new 10-mile highway project in eastern West Virginia. This project had an approximate construction cost of \$190M.

David's duties included:

- Preparing the project structural design criteria, and coordinated the work of the structures groups in nine PB offices to meet the schedule requirements of this project.
- Coordinating with the other disciplines on the project, including roadway, grading and drainage, stormwater management, maintenance of traffic, survey, ROW, utilities, environmental and geotechnical.
- Worked with geotechnical and structural engineers on foundation designs.
- Worked with the design team to respond to comments received from WVDOH and FHWA on each submittal, and to resolve those comments.

Relevant project features include:

- Complex major bridge structures
- Maintenance of traffic
- Limited construction access and staging
- Work within environmentally sensitive areas
- Communicate with multiple stakeholders
- Geotechnical engineering design

This project won two awards from WVDOH – the 2002 Engineering Excellence Award for the Large Bridge Category for Lost River Bridge #4273, and 2004 Engineering Excellence Award for the Small Roadway Category for Trout Run Cutoff.

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>Peter Bernat –Sr. Project Manager</b>
b. Project Assignment:	<b>Construction Manager</b>
c. Name of Firm with which you are now associated:	<b>Corman Construction, Inc.</b>
d. Years experience: With this Firm <u>21</u> Years With Other Firms <u>2</u> Years	
<p>Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):</p> <p>Peter’s distinguished career spans over 23 years assigned to design-build/design-bid-build, fast-track bridges, large-scale transportation infrastructure and complex utility projects. For the past 5 years, Peter is the Sr. Project Manager of the CK Constructors JV for VDOT’s \$236 M Telegraph Road Project where he led the team to achieve all 6 milestones to date, is currently 124 days ahead of schedule, holds a CQIP score of 95.3%, and substantial completion slated for Fall 2012.</p> <p><b>Sr. Project Manager.....Corman Construction</b> <span style="float:right"><b>2005-Present</b></span>          Peter’s assignments include large-scale design-build and design-bid-build transportation infrastructures and fast-track bridges where he tackles projects with a proactive management approach leading to successful completion. Tasks and responsibilities include scheduling, cost control, and planning future work to identify and mitigate potential delays resulting from design and/or constructability issues that keep projects on track.</p> <p>2007-Present I-95 Telegraph Road Interchange Improvement, Alexandria, Virginia -\$236.3 M-VDOT          2005- 2007 Woodrow Wilson Bridge MD 210, MB-3, Oxon Hill, Maryland -\$44.6 M-MDOT</p> <p><b>Project Manager.....Corman Construction</b> <span style="float:right"><b>1998-2005</b></span>          Managed the following projects where he supervised engineers on all aspects of construction:</p> <p>2002-2004 Design-Build MD Route 216 US 29 to I-95, Laurel, Maryland -\$21.1 M - MDOT          2002-2003 Arch Street, Baltimore, Maryland -\$1.8 M – City of Baltimore          2001-2003 Repairs to Six Bridges, Washington, County, Maryland -\$4.1 M-MDOT          2001 Potomac River Off-Shore Intake –Phase I, Fairfax County, Virginia -\$1.2 M-Fairfax County          2000-2001 Frederick Griffith, Jr. W.T.P. Raw Water Facility Occoquan, Lorton, VA -\$7.7 M-Fairfax County          1999- 2002 Chippenham Parkway, Chesterfield, Virginia -\$1.9 M-VDOT          1999 Route 7 Over Route 50 at Seven Corners, Falls Church, Virginia -\$2.2 M-VDOT          1998-2001 I-95 @ Walthall Interchange, Chesterfield, Virginia -\$4.9 M-VDOT          1998 US 220 Relocation to the PA State Line, Cumberland, Maryland -\$2.7 M-MDOT</p> <p><b>Sr. Project Engineer.....Corman Construction</b> <span style="float:right"><b>1993-1997</b></span>          Peter was responsible for all aspects of project management, including cost control, projection analysis, scheduling, subcontractor coordination, public relations, submittals, material procurement and owner relations for bridge and water main projects.</p>	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	<b>University of Texas/1989-1990/Civil Engineering Major</b>
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	<b>VDOT Erosion &amp; Sediment Control Contractor Certification/#5454C Virginia DCR Responsible Land Disturber Certification #37435</b>
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> <p><b>(List at least three (3), but no more than five (5) projects for which you have performed a similar function.)</b></p>

Project Name:	<b>I-95 Telegraph Road Interchange Improvement, Alexandria, VA</b>	Dates:	<b>Dec. 2007-Ongoing</b>
Project Role:	<b>Sr. Project Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation</b>		

As **Sr. Project Manager** for this \$236.3 Million fast-track joint venture project with Kiewit, Peter Bernat oversees 14 engineers, a jobsite workforce of over 200, 39 subcontractors, and manages all aspects of construction. He is the primary contact for CK Constructors with VDOT and holds responsibility for contract administration of the project. This project commands major interim milestone coordination from a demanding schedule with incentive/disincentive clauses, is the largest design-bid-build in Virginia and the final major undertaking of the Woodrow Wilson Bridge project.

Peter also:

- is the primary conduit of information to PCC, the general engineering consultant (GEC) for the extensive public relations outreach program and works with Stratacomm personnel representing VDOT.
- works with Parson Brinckerhoff's full-time onsite staff representing VDOT as CM for project.
- oversees quality control to ensure materials and work meets contract requirements and plans/specifications.
- oversees third-party and utility coordination.
- is the primary spokesperson for JV coordinating weekly client progress meetings, meetings on MOT, scheduling and lane closures, and coordinates with the other adjacent Woodrow Wilson Bridge projects.
- managed development of a comprehensive environmental compliance plan and works with VDOT to develop work plans for construction near/in Cameron Run (environmentally-sensitive waterway).
- oversees development of Traffic Control Plans (TCP) and MOT.
- oversees project management duties, such as scheduling, cost control and safety.

In 2010, Peter led an effort to reduce traffic congestion by revising the MOT from its original 6 phases and 16 sub-phases to 3 phases with 10 sub-phases, thus improving travel conditions for the public. He was instrumental in developing alternate schedules and work areas that kept the project on track when unanticipated utility conflicts were discovered.

Relevant project features include:

- reconstruction of the Telegraph Road Interchange.
- widening/reconstruction of approx. 2.5 miles of Interstate I-95/I-495 with 11 ramps and bridges.
- MSE walls and bridge approaches, ITS, signalization, lighting, and signing.
- complex maintenance of traffic involving an ADT of 160,000.
- design and construction of sound walls.
- bridge widening at B617 involves tying into existing deck using refurbished reinforcement.

Under Pete's leadership, the project met all six milestones to date with the last milestone completed 29 days ahead of the contract milestone date and is on schedule to finish early.

Project Name:	<b>Design-Build MD Route 216 US 29 to I-95, Laurel, MD</b>	Dates:	<b>Oct. 2002-2004</b>
Project Role:	<b>Project Manager/Design-Build Coordinator</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Maryland State Highway Admin.</b>		

As **Project Manager/Design-Build Coordinator** for this \$21.1 Million project, Peter managed this design-build project with a partnered, hands-on, 24/7 approach, which ultimately resulted in an on-time, on-budget, award winning project. Peter supervised project engineers and superintendents and oversaw all field work. Unparalleled partnering was essential and contributed to effective communication with everyone, specifically the utility companies, homeowners, and agencies.

Peter also:

- directed construction, including QC to ensure materials and work met contract requirements/plans/specifications.
- oversaw the design team and chaired in-house working sessions for design development and reviews.
- participated in design review meetings with owner and Maryland Dept. of the Environment (MDE) where real-time problem solving occurred.
- obtained permits.
- was the design-build team's Public Relations Coordinator and spokesperson at community meetings.
- served as utility coordinator.

The Design-Build Team divided into 3 phases/6 design packages to overlap design and construction. As Design-Build Coordinator, Peter kept the team on track reacting to several design parameter changes from the owner during design development. DB Team developed a plan to bifurcate the proposed MD 216 roadway to balance the earthwork which cut

months off the schedule and reduced impacts to wetlands and buffers while reducing heavy-equipment traffic through adjacent neighborhoods. Ultimately, the final design earned environmental impact reduction incentives.

Relevant project features include:

- design and construction of a two-mile realignment of MD 216 as a dual-divided highway.
- new off-ramp from southbound I-95 to westbound MD 216.
- phased maintenance of traffic.
- roadway construction included widening, signing, striping, signalization, and lighting.
- 167,000 SF noise walls and box culvert extensions
- coordinated installation/relocation of electric, water, sewer, gas, petroleum, fiber optic, and cabling.
- stormwater management (11 new ponds), erosion & sediment control, storm drainage, and Hammond Branch improvements.
- completed on-time, under budget without a work-zone accident or lost-time injury.

Project received 3 awards, including MDQI Partnering and Major Roadway Awards of Excellence, “A” rating from the owner, and PCI award for Best Custom Transportation Design.

Project Name:	<b>Woodrow Wilson Bridge MD 210, MB-3, Oxon Hill, MD</b>	Dates:	<b>May 2005-Dec. 2007</b>
Project Role:	<b>Sr. Project Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Maryland State Highway Admin.</b>		

As **Sr. Project Manager** for this \$44.6 Million Interchange project, Peter led this project team earning “A” ratings from the owner, as well as 3 MDQI Awards of Excellence in Partnering, Structure and Major Roadway. Peter oversaw the project from start to finish, managed a staff of engineers, worked hand-in-hand with the superintendents to schedule, coordinate and supervise field operations, and was the primary contact with owner. Peter possesses strong qualifications in scheduling, cost control, and advance study and planning future work to identify and mitigate potential delays resulting from design and/or constructability issues. Peter also:

- partnered with the owner, adjacent contractors and third parties, such as utility companies and the National Harbor.
- oversaw extensive coordination with adjacent *intertwining* projects with MD 295 and the National Harbor.
- advanced key deck pours months ahead of schedule to mitigate project delays when a schedule disconnect was discovered among the adjacent contracts.
- oversaw successful negotiation/construction to add additional lanes without costly delays at owners request due to design coordination issues.
- led successful third-party coordination solved numerous utility conflicts that plagued the project.
- oversaw 6 complex MOT phases, including a temporary signal, interim lighting, temporary roadway and detours.
- revised MOT plan to eliminate phases and detours that assisted in accommodating traffic flow (160,000 ADT).

Peter was the primary conduit of information to VDOT and PCC, VDOT’s general engineering consultant (GEC). He worked with John Undeland of Stratacomm, VDOT’s Public Relations firm, on the extensive public relations outreach program. Peter also worked with Parsons Brinckerhoff representatives who held key leadership roles who managed the project for VDOT.

Relevant project features include:

- a complete reconstruction of the MD 210 Interchange with I-95/I-495 (Capital Beltway), including widening I-95 from 6 lanes to 12 lanes with new on and off ramps.
- construction of three ramps totaling 4,008 LF.
- realignment/transformation of the Oxon Hill Road/MD 210 Intersection into a grade-separated interchange.
- grading and drainage systems, 85,000 tons asphalt.
- 5 retaining walls (one CIP and four MSE).
- 2 stormwater management ponds and erosion and sediment control.
- demolition/bridge construction Rt. 210 over I-495 and construction of Rt. 210 over Oxon Hill Road.
- ITS, overhead signs and signalization.
- complex phased construction required an extensive tie-back system to support adjacent bridges and roadway.

The project maintained the best safety record among the Maryland Woodrow Wilson Bridge contracts and was completed on schedule and under budget (\$2 Million below the owner's \$46.2 Million budget).

Project Name:	<b>Route 7 over Rte. 50 at Seven Corners, Falls Church, VA</b>	Dates:	<b>1999</b>
Project Role:	<b>Project Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation</b>		

As **Sr. Project Manager** for this fast-track deck replacement project, Peter oversaw the project from start to finish and worked hand-in-hand with the superintendent to schedule, coordinate and supervise field operations. He held responsibility for contract administration, scheduling, cost control, quality control, safety and all aspects of construction of the Project. Relevant project features include:

- Nightly operation to replace sections of existing bridge deck slabs with pre-cast sections requiring nightly tie-ins of old and new structures.
- replaced the dual bridge decks east and westbound with custom post-tensioned bridge deck slabs.
- complete removal/replacement sections of bridge decks by saw cutting and picking reinforced concrete slabs, placed specially-designed precast slabs, and grouted longitudinal haunches with rapid set concrete.
- 100% on-site night work hours and meeting deadlines to open bridges to traffic each morning
- entire bridge deck was post-tensioned to strengthen slab connections to 40 kips

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>John Michels, PE – Project Manager</b>
b. Project Assignment:	<b>Lead Structural Engineer</b>
c. Name of Firm with which you are now associated:	<b>Parsons Brinckerhoff, Inc.</b>
d. Years experience: With this Firm <u>25</u> Years With Other Firms <u>0</u> Years	
<p>Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):</p> <p>John’s career spans over 25 years assigned to design-build, design-bid-build, fast-track bridges and transportation infrastructure. For the past 4 years, John was the Deputy Project Manager and Design Task Leader for VDOT’s Design-Build Region IV Bridge Maintenance and Repair Task Order Contract where he led the team that has successfully completed over 40 tasks to date.</p> <p><b>Deputy Project Manager/Design Task Leader.....Parsons Brinckerhoff 2008-Present</b>          John serves as deputy project manager and task leader for this task order contract to provide bridge maintenance and bridge rehabilitation services for the Northern Virginia District of VDOT. His assignments have included design-bid-build and modified design-build highway structure design, widening/tie-in structures, staged construction, emergency repairs utilizing accelerated bridge construction methods, deck replacements, bridge rehabilitation, load rating, design, review, and inspection of concrete and steel structures.</p> <p>2008-Present Design-Build Region IV Bridge Maintenance and Repair Task Order Contract, NOVA -\$236.3 M-VDOT</p> <p><b>Project Manager/Staff Manager/Sr. Project Engineer.....Parsons Brinckerhoff 1998-2011</b>          John’s assignments included managing projects, serving as structures lead and coordinating the structures staff in the Herndon, Virginia office. His assignments included design-build and design-bid-build transportation infrastructure highway and transit structure design and bridge rehabilitation. Strong attributes include scheduling, cost control, and planning future work to identify and mitigate potential delays resulting from design and/or constructability issues that keep projects on track. Projects included:</p> <p>2010 Route 17 Bridge over Poquoson River, York County, VA - \$2.0 M - VDOT          2009-Present National Park Service IDIQ Task Order Contract, Washington, DC -\$44.6 M-NPS          2006-2011 Georgetown Waterfront Park, Washington, DC -\$44.6 M-NPS          2003-2007 Design-Build Frederick Douglass Bridge Rehabilitation, Washington, DC -\$34.4 M-DDOT          2001 BWI Airport Loop Bridge over Sachs Branch, Baltimore, MD - \$1.5 M-MDOT</p> <p>As Sr. Project Engineer, John was assigned to the following projects where he supervised engineers on the design and production of plans and was responsible for cost control, scheduling, interdisciplinary coordination and submittals.</p> <p>2010-2011 Dominion Boulevard Improvements, Chesapeake, VA - \$6.0 M – VDOT          2007-2010 WMATA Rosslyn Station Access Improvement Project, Rosslyn, VA - \$1.8 M – WMATA          2002-2004 Woodrow Wilson Bridge Project, Alexandria, VA - \$2.5B-VDOT          2002-2003 Lansdowne Road Bridge over Route 7, Loudoun County, Virginia -\$2.2 M-VDOT          2001 Kennedy Center Access (Tunnel/Highway) Improvements, Washington DC -\$2.5 M-FHWA          2000-2001 Design-Build Fort Washington Way Elevated Highway, Cincinnati, Ohio -\$25.0 M-ODOT          2000-2001 Corridor H/WV 55 , Hardy County, West Virginia -\$180 M-WVDOH          1999-2003 Frederick Douglass Bridge Inspection, Washington, DC-DDOT          1999-2002 WMATA Structural Tunnel and Parking Garage Insp. and Rehab., Washington DC -\$3.5 M-WMATA          1998 Route 29 Charlottesville Bypass Bridges, Charlottesville, Virginia -\$5.5 M-VDOT</p>	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	<b>Virginia Polytechnic Institute and State University/BS/1987/Civil Engineering</b>
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	<b>1992 / Virginia / Professional Engineer – Civil / #0402-023321</b>
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>	

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

Project Name:	<b>Design-Build VDOT Region IV Bridge Maintenance and Repair Task Order Contract</b>	Dates:	<b>2008-Present</b>
Project Role:	<b>Structural Task Leader</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation</b>		

John serves as **Deputy Project Manager** and **Structural Task Leader** for task order contract to provide bridge maintenance and bridge rehabilitation services to the Northern Virginia District where 34 tasks have been successfully completed. Task Leader for tasks involving rehabilitation, maintenance, widening/repair, superstructure replacement, staged construction, emergency repairs utilizing accelerated bridge construction methods, bridge inspection and feasibility studies.

Emergency Bridge Rehabilitation Tasks include:

*(Emergency tasks were performed as modified design-build with the Contractor during the design phase. Structure and foundation type, construction methods and materials were closely coordinated with the Contractor throughout design and construction to facilitate accelerated bridge design and construction.)*

- **Rehabilitation/replacement of Blackburn Road Bridge over Cow Branch:** John, as the Lead Structural Engineer, supervised the design, detailing and preparation of specifications for the pre-stressed concrete deck superstructure and concrete abutment and wing walls on drilled shaft foundations.

Relevant project features include:

- Bridge demolition/removal.
- Management of a multi-discipline design team, including Structural, Hydraulic Analysis, Geotechnical, Roadway, Utilities and Drainage.
- Work within environmentally-sensitive areas.
- Maintenance-friendly bridge details were incorporated into the construction, including pre-stressed concrete girders.
- Communicate with multiple stakeholders.
- Interdisciplinary reviews.
- Geotechnical engineering design.

- **Rehabilitation of Lorton Road Bridge over Giles Run:** John led the structural design for the entire project which included superstructure steel, timber deck and bearing replacement, reconstruction of wing walls and approach roadway. Constant coordination with the Contractor provided rapid design and material adjustments to accommodate unknown underground field conditions.

Relevant project features include:

- Bridge demolition/removal.
- Management of a multi-discipline design team, including Structural, Hydraulic Analysis, Geotechnical, Roadway, Utilities and Drainage.
- Work within environmentally-sensitive areas.
- Communicate with multiple stakeholders.

- **Rehabilitation of Backlick Road Bridge over Mason Run:** John, as the Lead Structural Engineer, supervised the design, detailing and preparation of specifications for the precast concrete deck superstructure and reconstruction of a portion of the concrete abutment on spread footings.

Relevant project features include:

- Bridge demolition/removal.
- Management of a multi-discipline design team, including Structural, Hydraulic Analysis, Geotechnical, Roadway, Utilities and Drainage.
- Maintenance-friendly bridge details were incorporated into the construction including pre-stressed concrete girders.
- Work within environmentally-sensitive areas.

Bridge Rehabilitation Tasks include:

- **Widening/Tie-In of Beulah Road Bridge over Dulles Access and Toll Road, Fairfax County, VA:** As the Lead Structural Engineer, John was responsible for final design and plans for rehabilitation of collision-damaged steel beams and superstructure, widening of the existing superstructure and substructure to accommodate

additional sidewalk and shoulders and complete replacement of the span 2 superstructure to increase vertical clearance.

Relevant project features include:

- Connecting / Tie-ins to Existing Steel Structures.
- Provided staged construction/MOT for the bridge construction over a high ADT toll road.
- Accelerated design schedule.
- Innovative design solutions to expedite construction and limit public disruption.
- Maintenance of traffic and construction in a high traffic volume, geographically constrained corridor.
- Bridge demolition/removal.
- Management of a multi-discipline design team, including Structural, Geotechnical, Roadway, Utilities and Drainage.
- Complex Urban Project.
- Utility Coordination.

- **Rehabilitation of I-66 EB and WB Bridges over Route 29, Fairfax County, VA:** John, as the Lead Structural Engineer, supervised the inspection, design, and preparation of plans for rehabilitation of collision-damaged dual four-span Interstate Bridge on an accelerated schedule. Twelve steel beams were severely damaged by truck collision. Plans were prepared for replacing part of a beam and retrofitting others. Repaired piers had extensive delamination and spalling.

Relevant project features include:

- Provided staged construction/MOT for the bridge rehabilitation for high ADT Interstate bridges.
- Accelerated design schedule.
- Innovative design solutions to expedite construction and limit public disruption.

- **Rehabilitation of I-95 NB & SB Bridges over Russell Road, Prince William County:** John, as the Lead Structural Engineer, supervised the inspection, design and preparation of final plans for major rehabilitation of superstructure and substructure of this dual three-span Interstate Bridge. Design and plans included rehabilitation of steel superstructure; joint closure and deck overlay by early strength concrete; pier and abutment rehabilitation; pedestal reconstruction and bearing replacement by Jacking & Blocking method; and load rating using Virtis software.

Relevant project features include:

- Provided staged construction/MOT for the bridge rehabilitation for high ADT Interstate bridges.
- Management of a multi-discipline design team, including Structural, Roadway/MOT and Drainage.

- **Rehabilitation of Route 615 (Sleepy Hollow Rd) Bridge over Tripps Run, Fairfax County, VA:** John, as the Lead Structural Engineer, supervised the design and plan preparation for bridge rehabilitation. Work included staged construction, rehabilitation of deteriorated steel girders, replacement of the bridge bearings by Jacking & Blocking method, mill and overlay of deck with early strength concrete and repair of concrete pedestals.

- **Reconstruction of Concrete Culvert Wingwall at McLearn Road over Horsepen Run, Fairfax County, VA:** John, as the Lead Structural Engineer, supervised the design and plan preparation for the reconstruction of failed wingwall. John also led coordination of the Structural design work with the other design disciplines, including Roadway/MOT and Drainage.

- **Repair of Soundwalls on the WB I-495 Ramp to SB I-95, Fairfax County, VA:** John, as the Lead Structural Engineer, supervised the inspection, design and plan preparation for the repair of 1500 linear feet of soundwall along a high ADT Interstate ramp in northern Virginia. He also led coordination of the Structural repairs with the Maintenance of Traffic Plans.

Project Name:	<b>Design-Build Frederick Douglass Bridge Inspection/ Rehabilitation, Washington, DC</b>	Dates:	<b>1999-2007</b>
Project Role:	<b>Project Manager/Structural Task Leader</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>District of Columbia Dept. of Transportation</b>		

John served as the **Project Manager** and **Structural Task Leader** for the structural inspection, analysis and rehabilitation of the movable, center swing span and approach spans for the steel girder bridge over the Anacostia River. This five-lane bridge consists of a 386-foot-long plate girder swing span, flanked by plate girder approach spans. As Project Manager, John managed the structural, mechanical and electrical engineers familiar with the requirements of movable bridge spans. The rehabilitation design consisted of:

- Replacement of electrical and mechanical facilities for the swing span, including traffic control gates, signals and barriers.
- Replacement of deteriorated structural members in the swing span.
- Removal of the fracture-critical pin-and-hanger connections in the approach spans by making the main girders continuous

During the bridge rehabilitation in 2001, John led the Design-Build conceptual design effort to modify the bridge west approach spans which included lowering a four-span continuous section of existing superstructure onto new foundations and construction of a new MSE supported embankment ramp. This innovative solution reduced the duration of the design and construction by several months allowing successful completion of the aggressive construction schedule. Close coordination with Corman Construction, Inc. and DDOT throughout the bridge rehabilitation contributed to the project's successful completion on schedule.

Relevant project features include:

- Connecting / Tie-ins to existing steel structures.
- Complex urban project.
- Design-Build project work with Corman Construction, Inc.
- Maintenance of traffic and construction in a high traffic volume, geographically constrained corridor.
- Limited construction access and staging.
- Management of a multi-discipline design team.
- Innovative design solutions to expedite construction and limit public disruption.
- Communication with multiple stakeholders.
- Bridge demolition/removal.
- Coordination with adjacent contracts.
- Utility coordination.
- Constructability reviews.

Project Name:	<b>VDOT On-Call - Route 17 Bridge over Poquoson River, York County, Virginia</b>	Dates:	<b>April 2010-Sept. 2010</b>
Project Role:	<b>Project Manager/Structural Task Leader</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation</b>		

For the Route 17 over Poquoson River Task, as the **Project Manager** and **Structure Task Leader**, John supervised the final design, production, and coordination of structural drawings for an 88-foot-long, single-span, six-lane pre-stressed concrete girder bridge with integral abutments supported by steel piles. John also led coordination of the Structural design work with the other design disciplines, including Geotechnical, Roadway/MOT and Drainage. The design also included staged construction and load rating using Virtis software. All designs met VDOT specifications.

Relevant project features include:

- Maintenance of traffic and construction in a high traffic volume, geographically constrained corridor.
- Limited construction access and staging.
- Geotechnical engineering design.
- Coordinate with multiple disciplines.
- Maintenance-friendly bridge details.
- Work within environmentally-sensitive areas.
- Communicate with multiple stakeholders.
- Interdisciplinary reviews.
- Extensive quality control program for the design and construction.
- Bridge demolition and removal.
- Utility coordination and relocation.
- Stormwater management and drainage design.

Project Name:	<b>Dominion Boulevard Improvements, Chesapeake, Virginia</b>	Dates:	<b>April 2010 – Mar 2011</b>
Project Role:	<b>Lead Structural Engineer</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation</b>		
<p>John, as the <b>Lead Structural Engineer</b>, supervised the final design, production, and coordination of structural drawings for grade separation bridge structures over Cedar Road, Bainbridge Blvd., Great Bridge Blvd. and Ramp K over Ramp L. The single-span to three-span continuous bridges ranged 120-feet to 503-feet and consisted of pre-stressed concrete girders with semi-integral abutments supported by pre-stressed concrete piles. All abutment embankments were retained by MSE breast walls and wing walls. John also led coordination of the Structural design work with the other design disciplines, including Geotechnical, Roadway/MOT and Drainage. All designs met VDOT specifications.</p> <p>Relevant project features include:</p> <ul style="list-style-type: none"> <li>▪ Coordinate the work of multiple disciplines.</li> <li>▪ Maintenance-friendly bridge details.</li> <li>▪ Maintenance of pedestrian traffic.</li> <li>▪ Work within environmentally-sensitive areas.</li> <li>▪ Interdisciplinary reviews.</li> <li>▪ Utility coordination and relocation.</li> <li>▪ Geotechnical engineering design.</li> <li>▪ Noise barriers.</li> <li>▪ Stormwater management and drainage design.</li> </ul>			
Project Name:	<b>Woodrow Wilson Bridge Project, Alexandria, Virginia</b>	Dates:	<b>May 2002 – Nov 2004</b>
Project Role:	<b>Task Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>Virginia Dept. of Transportation</b>		
<p>As <b>Task Manager</b>, John led the design review of the preliminary structure drawings of the Interstate 495/95 and Telegraph Road Interchange as the general engineering consultant (GEC) for VDOT. The high ADT Interstate interchange was comprised of eight bridges, including high-level multi-span flyover ramps, steel plate girder and pre-stressed concrete beam superstructures with stub abutments, MSE breast walls and wing walls.</p> <p>Relevant project features include:</p> <ul style="list-style-type: none"> <li>▪ Complex Urban Project.</li> <li>▪ Constructability Reviews.</li> <li>▪ Maintenance of traffic and construction in a high traffic volume, geographically constrained corridor.</li> <li>▪ Limited construction access and staging.</li> <li>▪ Interdisciplinary reviews.</li> <li>▪ Maintenance of pedestrian traffic.</li> <li>▪ Maintenance-friendly bridge details.</li> <li>▪ Work within environmentally-sensitive areas.</li> <li>▪ Utility coordination and relocation.</li> <li>▪ Geotechnical engineering design.</li> <li>▪ Coordination with adjacent contracts.</li> <li>▪ Noise barriers.</li> </ul>			

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>John Undeland –Sr. Vice President</b>
b. Project Assignment:	<b>Public Relations Manager</b>
c. Name of Firm with which you are now associated:	<b>Stratacomm LLC</b>
d. Years experience: With this Firm <u>15</u> Years With Other Firms <u>11</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>Sr. Vice President.....Stratacomm LLC</b> <span style="float:right"><b>1996-Present</b></span>	
John is the founder and leader of Stratacomm’s infrastructure practice. He leads a variety of public outreach efforts on behalf of clients including VDOT, DDOT, MSHA and others. Hallmarks of John’s outreach campaigns are increased awareness, behavioral changes and positive public perceptions. John was a Public Relations leader on these joint Corman/ Kiewit/Parsons Brinckerhoff projects:	
<ul style="list-style-type: none"> <li>▪ VDOT I-95 Telegraph Road Interchange Improvements (Corman, Kiewit &amp; Parsons Brinckerhoff)</li> <li>▪ Woodrow Wilson Bridge Virginia Approach Spans (Corman)</li> <li>▪ VDOT Woodrow Wilson Bridge VA-4 Urban Deck-I-495/95 (Corman &amp; Parsons Brinckerhoff)</li> <li>▪ Design-Build Frederick Douglass Bridge Rehabilitation (Corman &amp; Parsons Brinckerhoff)</li> <li>▪ US 50 New York Ave. Rehabilitation Projects (Parsons Brinckerhoff)</li> </ul>	
A native of northern Virginia, John brings a keen understanding of the general public, key transportation stakeholders, elected officials and key media.	
<b>Public Affairs Manager.....AAA Mid-Atlantic</b> <span style="float:right"><b>1993-1996</b></span>	
John served as the advocate and voice of AAA’s 800,000 members in the greater Washington, D.C. region. Acting as chief media spokesman, authoring AAA magazine and other articles and handling government relations in Richmond, Annapolis and the District were among his responsibilities.	
<b>Senior Writer.....The White House Office of Media Affairs</b> <span style="float:right"><b>1991-1993</b></span>	
John researched and ghost-wrote op-eds, columns and brief remarks for the president, senior White House staff and cabinet officials. He also prepared briefing materials and talking points on local issues for the president’s use in conducting media interviews outside Washington, D.C.	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	<b>Ohio Wesleyan University; Delaware, Ohio; B.A. Politics and Government, 1985</b>
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	
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) projects for which you have performed a similar function.)</b>	
Project Name:	<b>Woodrow Wilson Bridge Project</b> <span style="float:right">Dates: <b>Mar. 1998-Est. 2012</b></span>
Project Role:	<b>Public Information Director</b> <span style="float:right">With Current Firm? <b>Yes</b></span>
Client/Owner:	<b>Virginia Dept. of Transportation, Maryland State Highway Administration, District Dept. of Transportation, Federal Highway Administration</b>
For more than a decade, John assisted VDOT, MSHA, DDOT and FHWA with all facets of public outreach for the Woodrow Wilson Bridge Project. In partnership with Parsons Brinckerhoff, Corman Construction and other consultants and contractors, John helped the public agencies transform the public reputation of the Wilson Bridge Project from a magnet for controversy to arguably the most positively perceived mega-project in the nation. The Wilson Bridge Project encompasses more than eight miles of I-95 improvements, including two new river crossings and revamped interchanges	

at MD 210, I-295, Route 1 and Telegraph Road.

John's public affairs efforts on the Wilson Bridge Project include media relations, elected official liaison, stakeholder outreach, and community relations. He and his team oversee the preparation of all external communication materials, including brochures, newsletters, web site and fact sheets.

From 2003-2009, John and his team carried out the project's "*Mission Possible – Keeping You Moving*" program, a paid and earned media campaign promoting ridesharing alternatives and advising travelers of significant traffic changes associated with construction. He conceived and oversaw implementation of the first-of-its-kind ridesharing incentive program, "*Bridge Bucks*," which provided commuters with \$50 per month toward whatever alternative worked best for the individual. The Bridge Bucks program was highly praised by key Northern Virginia elected officials, including Congressman Jim Moran. John's and Stratacomm's work was recognized with a 2010 Public Relations Society of America "Thoth Award" for outstanding community relations.

Project Name:	<b>US 50 New York Avenue Rehabilitation Projects</b>	Dates:	<b>Feb. 2009-Est. 2013</b>
Project Role:	<b>Public Information Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>District Dept. of Transportation</b>		

In collaboration with Parsons Brinckerhoff and DDOT, John is leading development and deployment of an extensive outreach campaign to alert the traveling public about traffic changes associated with improvements to New York Avenue. Prior to reducing New York Avenue from six to four lanes on a bridge over railroads in spring 2011, Stratacomm engaged a proactive earned and paid media campaign to raise awareness and encourage using alternate routes and modes. John is also assisting DDOT in creating and implementing a ride-sharing incentive program offering New York Avenue commuters \$50 per month, modeled on the successful "Bridge Bucks" program for the Wilson Bridge Project noted above. A month of advance notice raised awareness among commuters to the degree that even with a one-third reduction in capacity, New York Avenue traffic initially moved better than before.

Project Name:	<b>Design-Build Frederick Douglass Bridge Rehab./South Capitol St. Improvements</b>	Dates:	<b>Oct. 2006-Apr. 2008</b>
Project Role:	<b>Public Information Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>District Dept. of Transportation</b>		

In coordination with Corman, Parsons Brinckerhoff, and DDOT, John led the creation of a multi-faceted "*Douglass Bridge Extreme Makeover*" public awareness campaign for the Frederick Douglass Memorial Bridge rehabilitation and South Capitol Street Improvements, which entailed a two-month total closure of the heavily-used river crossing. This fast-track project altered the existing bridge and constructed a "*streetscape boulevard*" concurrent with construction of the new Washington Nationals Baseball Stadium.

John's team ensured the success of the earned and paid media program to raised awareness with the traveling public, public officials and the neighboring community. John assisted the team in implementing a variant of the Wilson Bridge Project's "*Bridge Bucks*" ridesharing incentive program, which provided \$50 per month in fare media to commuters. The program met its goal of 1,500 participants just as the closure began. Key results of the outreach campaign included:

- Reached at least 48.5 million people through news stories, equivalent to every resident in the greater Washington, DC area receiving the message 10 times.
- An estimated \$1.5 million in TV and radio message value from earned media efforts.
- With minimal disruption and very few complaints to DDOT, the outreach effort helped the 77,000 daily travelers of the Douglass Bridge find other ways to reach their destinations.

Parsons Brinckerhoff, Stratacomm and Corman maintained an effective community outreach program with neighborhood/stadium/MOT. The project won 4 awards of excellence, including a National ACEC award and ENR Project of the Year.

Project Name:	<b>Design-Build Anacostia Waterfront Initiative/11<sup>th</sup> Street Bridge Replacement</b>	Dates:	<b>Aug. 2009-2013</b>
Project Role:	<b>Public Information Manager</b>	With Current Firm?	<b>Yes</b>
Client/Owner:	<b>District Dept. of Transportation</b>		

In support of DDOT, John and his team are providing a wide range of outreach services for the Anacostia Waterfront Initiative, with transportation improvements serving as the spine upon which the renaissance of the waterfront can thrive. The 11<sup>th</sup> Street Bridge Project is the first major Design Build transportation project and largest in DDOT history and a linchpin to the renaissance of the Anacostia Waterfront. Services include creating and leading a community stakeholder panel, developing web content and other collateral and media relations.

John and his team orchestrated and promoted a news briefing to mark the start of construction in late December 2009 drawing substantial, highly favorable news coverage. Highlights included an estimated audience of 1.3 million – the rough equivalent of twice the District of Columbia’s population – through at least 18 TV stories, 16 print/online stories and several stories on WTOP-FM and WAMU-FM. Subsequent media outreach, coordinated with DDOT’s communications staff, earned major placements in the Washington Post’s Dr. Gridlock column and elsewhere. The DC City Paper rated the 11<sup>th</sup> Street Bridge Project as “*2009 Construction Project of the Year.*”

Over a three-week period, John and his team led creation and execution of DDOT’s AWI 10-Year Anniversary Transportation Day on 9/10/09, raising awareness of the AWI’s accomplishments to date and pending goals.

Created and led by Stratacomm in coordination with DDOT, the project’s 11<sup>th</sup> Street Bridge Community Communications Committee (11CCC) earned high praise from external stakeholders as a model for other DDOT projects, including the Capitol Hill Restoration Society, turning around perceptions of an influential constituency that earlier brought suit to halt the 11<sup>th</sup> Street Bridge 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	
<b>I-95 Telegraph Road Interchange Improvement  Alexandria, VA</b>	<b>Dewberry</b>	<b>Virginia Dept. of Transportation Phone: 703-329-0300 Deputy Project Manager: Jalal Masumi Phone: 703-960-7721 (Direct) Phone: 571-237-2696 (Cell) Email: jalal.masumi@VDOT.virginia.gov</b>	<b>6/30/13</b>	<b>5/21/13</b>	<b>\$236,393</b>	<b>\$241,000 +/- Owner directed changes due to unforeseen utility relocation &amp; MOT safety upgrades.</b>	<b>CK Constructors – \$241,000 Corman – 55% Kiewit -45%</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.



*Off ramp over Telegraph Rd eliminated congestion.*

**PROJECT RELEVANCE**

- ✓ **Widening a major commuter interstate under traffic with 160,000 vehicles / day**
- ✓ **Phased bridge construction with multiple traffic shifts**
- ✓ **VDOT Northern Virginia project**
- ✓ **Coordination with adjacent Interstate roadway construction**
- ✓ **3rd party stakeholder coordination**
- ✓ **Extensive public/community relations**
- ✓ **Widening of existing 40+ year old structures**
- ✓ **Limited Construction access and staging areas**
- ✓ **All construction staff shown on I-395 organizational chart worked on this project (CK Constructors)**
- ✓ **Ahead of schedule and on budget**

**PROJECT NARRATIVE**

CK Constructors, a Joint Venture of Corman Construction and Kiewit Infrastructure South Co., is close to completing the largest design-bid-build in Virginia and the final major undertaking of the Woodrow Wilson Bridge project. The project is a fast-track reconstruction of approximately 2.5 miles I-95/I-495 and Telegraph Road and a widening/reconstruction connecting the Woodrow Wilson Bridge project with new HOT Lane projects to the west and north. A new grade-separated interchange provides access through elevated ramps over Telegraph Road to refine traffic flow and provide easier/safer pedestrian access. The project includes design-build MSE and sound wall requirements. This complex project has an aggressive schedule, as it is linked with existing traffic patterns and other Woodrow Wilson Bridge projects that must be accommodated while working over water, rail systems and on the Capital Beltway, considered one of the busiest roads in the country. Major scope includes:

- 11 ramps and bridges totaling 380,000 SF of deck;
- Widening and tie-ins of two existing 40+ year old existing beltway bridges;
- 10 bridges were demolished adjacent to or over traffic;
- 500,000 CY of excavation and 321,000 SF of new pavement (24 lane miles);
- 23 retaining and MSE walls and 4 sound walls;
- ADA compliant handicap ramps and extensive pedestrian MOT management;
- ITS fiber installation, traffic management system upgrades and utility relocations;
- Multiple interstate-grade overhead, cantilever, and ground mounted sign systems;
- Environmental permit and compliance management.

**KEYS TO PROJECT SUCCESS (PROJECT PRIORITIES)**

Management of MOT was the most critical aspect of the project's current success. The CK team revised MOT plans, greatly reducing the original design of 6 phases and 16 sub-phases to 3 phases with 10 sub-phases. This change helped the team meet all major interim milestones and their corresponding incentives, while improving travelling conditions for the public. Team partnering helped identify and resolve any priority issues early in the planning stages.

*The Public Relations firm Stratacomm will be CK's Public Relations Manager, and Parsons Brinkerhoff will be CK's lead designer for the I-395 project based upon our joint success on this project.*

CK Constructors managed the third-party stakeholder effort, as well as assisting in the overall Woodrow Wilson bridge community outreach program, with VDOT's GEC (Parsons Brinkerhoff and Stratacomm). They also coordinated work with the City of Alexandria, adjacent properties, local residents, utility companies, hotels, retail stores, police, fire and other emergency responders.

**SKILLS AND EXPERIENCED GAINED (LESSONS LEARNED)**

- Intense planning for MOT and bridge demolition/construction to alleviate public concerns enable the team to meet or exceed key milestones.
- Frequent communication with the GEC (Parsons Brinckerhoff and Stratacomm), adjacent construction contracts, and key stakeholders proved essential for MOT staging and construction tie-ins.
- Where access and staging areas are limited, constant attention is paid to scheduling work area access and material deliveries to avoid MOT impacts.

**TEAM MEMBERS (PROVEN WORK HISTORY)**

All proposed CK Team construction staff were on Telegraph Road and include: Rick Kumrow (proposed DBPM), Peter Bernat (proposed CM), William Cox and Tim Cleary (JV Executive Committee), Clara Newsom (Project Controls), John Lanigan (Safety), Vernon Rogers (General Superintendent), Keith Durham (Grading Superintendent), Kris Wilson (Bridge Superintendent), Jeff Chesak (Utility Manager) and Doug Gove (MOT Manager).

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- Earned an impressive 95.3% CQIP rating
- Excerpt from a letter from Jalal Masumi, Deputy Project Manager dated Nov. 2011: *"Recognizing the professional and responsible discharge of functions by project management members of the CK Constructors joint venture, the role played by Corman as the lead entity deserves due credit. Their outstanding performance to steer and keep the project in check with parameters of budget, schedule and quality is measured by the Department metrics is commendable. The challenges of reconstructing an interstate interchange in a very congested urbanized setting, constrained by construction over a live stream in the south and over railroad lines on the north have thus far been successfully met. The contract is on schedule, has met all six possible incentive interim milestone dates, and is slated to meet the final incentive milestone of substantial completion in December 2012. This manifests the high regard by the joint venture team members to employ best management practices to achieve safety, quality, budget targets."*

**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM  
(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
<b>Design-Build Intercounty Connector Contract B (ICC-B)</b>  <b>Montgomery County, MD</b>	<b>Parsons Transportation Group</b>	<b>Maryland State Highway Administration</b> <b>Phone: 301-586-9267</b> <b>Director: Mark Coblentz</b> <b>Phone: 443-844-9886 (Cell)</b> <b>Email: MCoblentz@iccproject.com</b>	<b>11/11/11 – Acceptance for Maintenance</b>	<b>11/11/11 – Acceptance for Maintenance</b>	<b>\$556,700</b>	<b>\$560,970</b>	<b>\$560,970</b> <b>Kiewit- 60 %</b> <b>Corman- 20%</b> <b>Wagman- 20%</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.



**PROJECT RELEVANCE**

- ✓ **Integrated joint venture of Corman and Kiewit**
- ✓ **Mega Design-Build Project**
- ✓ **Phased MOT and Detours**
- ✓ **Third-party stakeholder and permit coordination**
- ✓ **Phased bridge construction**
- ✓ **ITS/ communication systems**
- ✓ **Coordination with adjacent projects**
- ✓ **Extensive community outreach**
- ✓ **Utility coordination and relocation**
- ✓ **Third-Party QA and Contractor QC Program**
- ✓ **Completed on schedule and within budget**

**PROJECT NARRATIVE**

Corman and Kiewit, as integrated members of the MD200 Constructors, a Joint Venture team, recently completed this \$560 million design-build roadway project for the Maryland State Highway Administration (MDSHA). ICC-B included building seven of the 25-mile, automated toll road which connects existing and proposed development between the I-270/370 technology corridor and the I-95/US-1 commercial corridor. By removing commuter traffic from the local roads of neighboring residential areas, the new roadway greatly alleviates congestion and improves mobility and safety.

The project featured extensive community outreach, stakeholder and third-party coordination, phased maintenance of traffic (MOT) for all crossings and interchange points, and a stringent environmental compliance program. With the seven mile, six-lane roadway bisecting two special protection areas, ICC-B was an extremely environmentally-sensitive segment. Major scope included:

- 10 mainline bridges with 600,000 SF of deck and 150-ft average spans;
- 98 EA – 72” diameter bridge caissons;
- Design and phased construction of 5 arterial roadways with pedestrian access;
- 2.4 million CY of excavation and 2 million CY of embankment;
- 7 miles of sound barrier walls and 65,000 SF of MSE walls;
- 3 miles of 10-ft. wide pedestrian/bike shared-use path;
- 6 Electronic Toll Collection Gantries and 7 miles of roadway lighting;
- Multiple interstate-grade overhead, cantilever, and ground mounted sign systems;
- Extensive geotechnical investigation, design, and review along a seven mile corridor;
- Coordination with over 10 utility companies.

**KEYS TO PROJECT SUCCESS (PROJECT PRIORITIES)**

Due to the high volume of traffic in the surrounding area, MOT was crucial to the project's success. Multi-modal access was maintained with temporary vehicular roads and walkways/paths for pedestrians and bicyclists. Four temporary elevated detours and one surface detour were installed over the ICC mainline at the major roadway intersections during beam setting and overhead work to eliminate lane closures. In constrained and environmentally-sensitive areas, underground stormwater management structures were utilized.

Design-build scope included contractor-led \$20 million Quality Control program and an overall Project Quality Manager reporting to the Executive Committee and client. Design, construction, and program management was assessed by the client where contract conformance was scored using a quality oversight database. This design-build project ended with the project team earning an impressive 95% conformance rating and meeting all key project goals. This reflects the team's dedication to following the quality plan for design and construction. The ICC-B project also earned an "A" cumulative rating on over 150 erosion and sediment control inspections validating MD200 Constructors' commitment to the environment.

Public involvement and community outreach, along with third-party and stakeholder communication, was a top priority in maintaining positive public relations and remain on schedule. With the project located in between two other mega projects totaling \$1.5 Billion collectively, coordination of the design at the connection points for the roadways interfacing our design and construction was vital. Proactive coordination among all ICC contracts was key to opening on time. Progress/coordination meetings with the adjacent sections' design-build teams discussed scheduling, safety, quality, MOT, access and design. The team also coordinated with over 10 utility companies for major utility relocations.

**SKILLS AND EXPERIENCED GAINED (LESSONS LEARNED)**

- Continuous coordination with the designer via task force meetings, *over the shoulder* reviews, brainstorming sessions, and constructability reviews maintained a complex, multi-year schedule.
- Developed systematic and proactive methods for stakeholder communication on a high profile project.
- High attention to detail, specifically managing robust quality control and environmental programs.

**TEAM MEMBERS (PROVEN WORK HISTORY)**

CK Team members on ICC B include: Rick Kumrow (proposed DBPM), William Cox and Tim Cleary (JV Executive Committee), Clara Newsom (Project Controls), Kris Wilson (Bridge Superintendent) and Doug Gove (MOT manager). Parsons Brinckerhoff was part of the GEC and Stratacomm performed Public Relations.

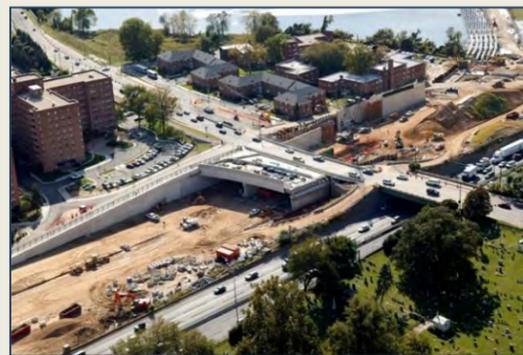
**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- Maintained an over 95% conformance rating for design, construction and program management.
- "A" cumulative rating on over 150 Erosion and Sediment Control inspections.

**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	
Route 1 Tie-In to Woodrow Wilson Bridge Urban Deck VA-4  Alexandria, VA	JMT for the Design-Build portion  Parsons Transportation Group for Design-Bid-Build portion	Virginia Dept. of Transportation Phone: 703-329-0300 Deputy Project Manager: Jalal Masumi Phone: 703-960-7721 (Direct) Phone: 571-237-2696 (Cell) Email: jalal.masumi@VDOT.Virginia.gov	4/1/08	4/1/08	\$54,634	\$62,737 <i>Increase due to owner directed plan revisions.</i>	\$62,737

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.



Washington Street Looking SW

**PROJECT RELEVANCE**

- ✓ Widening a major interstate with an ADT similar to I-395
- ✓ New bridge construction adjacent to heavily-traveled active roadway
- ✓ VDOT Northern Virginia project
- ✓ Extensive coordination with VDOT, utilities, commuter, and community groups
- ✓ Tie in and connections to 40+ year old structures
- ✓ Innovative traffic phasing and MOT
- ✓ Design-build elements
- ✓ Arterial intersection reconstruction
- ✓ Limited site access and staging areas
- ✓ HOV/Express lanes
- ✓ Completed on schedule and on budget

**PROJECT NARRATIVE**

Corman was the Lead Contractor responsible for all phases of construction on this award-winning project where traffic volumes was similar to the I-395 main line. This project consisted of multi-phased, multi-level bridge and roadway demolition / reconstruction. A ½ mile of the I-495 Beltway was also widened from the Route 1 Interchange to the Woodrow Wilson Bridge west abutment, adjacent to the extremely congested I-95/I-495 Beltway. The project included reconstruction of 1 mile of Washington Street and the four quadrant urban deck bridge, with three separate bridges built side-by-side for MOT phasing.

The design-build elements used an augmented geotechnical investigation program to develop an alternative MOT plan. This eliminated a full urban deck phase of construction and replaced it with a temporary low density cementations fill ramp and eliminated a major structure proposed for MOT. This innovation shortened construction, reduced project cost, and enhanced environmental stewardship.

Major project scope includes:

- Innovative and extensive MOT;
- 28,000 CY cast-in-place architecturally-finished structural concrete;
- 1 mile CIP cantilever retaining walls and 50 precast bridge fascia panels;
- Design-build ground and structure-mounted noise walls;
- ADA compliant sidewalks, signalized intersection and arterial road reconstruction;
- ITS installation, utility relocations, roadway and decorative lighting;
- Multiple interstate-grade overhead, cantilever, and ground mounted sign systems;
- Obtained Environmental permits, coordinated with the City of Alexandria and other environmental agencies.

**KEYS TO PROJECT SUCCESS (PROJECT PRIORITIES)**

The solution to segregate schedule dependence from other Woodrow Wilson Bridge projects was the key to this project's success. The award-winning "Virginia Advance Connector" was constructed by shifting the entire Capital Beltway. This allowed construction to commence on the north half nine months earlier, keeping it independent of the other projects. Corman planned and executed this traffic switch by closing the beltway to one lane in each direction during selected weekends. Close coordination, partnering, and teamwork were paramount in causing minimal impact to the public.

Corman made coordination with VDOT, the GEC, adjacent projects, local residents, and utility companies a top priority. Parsons Brinckerhoff and Stratacomm (our proposed lead designer and public relations firms) were part of the GEC, handling construction inspection and public relations. During the height of construction, PB had five designers on site full time. Corman worked closely with them in managing community outreach. One of many successes came when Corman and VDOT partnered to relocate several residents and used vibration-less sheet piles and pre-augered production piles during piling operations. Managing community expectations and concerns allowed innovative and timesaving work to proceed.

**SKILLS AND EXPERIENCED GAINED (LESSONS LEARNED)**

- Looking "outside the box" pays dividends in schedule, public acceptance, and third-party stakeholder opinion. The team utilized an innovative traffic shift to effectively manage the schedule.
- Constant attention to MOT (functionality and appropriateness to current conditions) and communication with adjacent contracts paid off by minimizing delays and improving safety.
- Partnered with the City of Alexandria and apartment building residents adjacent to project to manage their concerns regarding noise and vibration for pile installations. There were minimal concerns during construction.

**TEAM MEMBERS (PROVEN WORK HISTORY)**

CK Team members on this project include: Rick Kumrow (proposed DBPM), William Cox (JV Executive Committee), John Lanigan (Safety Manager), and John Undeland (Public Relations).

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE / AWARDS**

- All eight milestones were met. Project finished with a 0.24 Lost-Time Incident Rating and a 1.96 Recordable Incident Rating, ranked second among the Woodrow Wilson Bridge projects to date. Corman maintained a 99.29% C-36 rating.
- Regarding the Beltway Shift, Nick Nicholson, PE, VDOT's Project Manager for the Woodrow Wilson Bridge project commented, "The outcome was surprisingly better than expected. The shift was completed ahead of schedule and without incident and with no significant traffic delays."

🏆 2008 VDOT Commitment to Excellence Award for Environmental Compliance Distinction

🏆 2006 VDOT Commissioner's Award for Outstanding Achievement for the "Beltway Shift –Innovation & Quality Improvement

**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM  
(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
<b>Design-Build Frederick Douglass Memorial Bridge Rehabilitation Washington, DC</b>	<b>Corman Construction, Inc.</b>	<b>District of Columbia Dept. of Transportation Abdullahi Mohmaed Phone: 202-671-4614 Email: Abdullahi.Mohmaed@dc.gov</b>	<b>2007</b>	<b>2007</b>	<b>\$34,400</b>	<b>\$34,400</b>	<b>\$6,000</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.



**PROJECT RELEVANCE**

- ✓ **Complex, phased MOT for major commuter route with 77,000 ADT**
- ✓ **Phased bridge construction with off-peak traffic work schedule**
- ✓ **Fast-track with modified design-build**
- ✓ **3rd party stakeholder coordination, including ROW coordination**
- ✓ **Coordination with adjacent commercial real estate development and roadway construction**
- ✓ **Extensive public/community relations**
- ✓ **Structural modifications to 60+ year old steel girder / concrete deck bridge**
- ✓ **Limited construction access and staging areas**

**PROJECT NARRATIVE**

Parsons Brinckerhoff (PB) working from their Washington, DC and Herndon, Virginia offices provided engineering design of the infrastructure improvements and bridge rehabilitation plans, as well as project programming services. Served as the Program Management Team for DDOT for the \$34.4 Million rehabilitation of the Frederick Douglass Memorial Bridge and infrastructure improvements surrounding the new Washington Nationals Ballpark in Southeast DC.

In conjunction with the design activities, PB developed plans for the rehabilitation of the existing Douglass Bridge, and the new roadways, utilities, street lights and traffic signals in the vicinity of the new ballpark just north of the bridge. PB also prepared the design-build documents for the reconstruction and lowering of the northern bridge approach spans. Maintenance of access drawings for the entire corridor were developed by PB to coordinate not just the roadway and bridge work, but also with the construction of the other projects in the Anacostia Waterfront area.

For the bridge, PB provided design-build services, working with Corman Construction on structural inspection, analysis and design services. Tasks included preparing inspection report, repair recommendations, repair details, specifications, construction cost estimate, and an analysis for safety improvements. As part of the planning, PB recommended a scheme to lower the north spans that eliminated \$20 Million in temporary ramps, with Corman completing the bridge lowering in just two months. By using the design-build method of delivery, other tasks not associated with these changes continued unabated, greatly improving the project schedule.

Major scope included:

- Design development and review for extensive structural repairs, new tie-ins and deck rehabilitation;
- Coordination / relocation of 5 major utilities—PEPCO, Verizon, DC Water, Washington Gas, and Level 3, including incorporation into new design-build segment within project schedule;
- Detailing and designing more than \$5 Million in additional structural steel repairs as part of the design-build fast track phase;
- Frequent and detailed coordination and planning between PB and Corman throughout the construction period on value engineering, construction access and staging areas, and traffic management.

**KEYS TO PROJECT SUCCESS (PROJECT PRIORITIES)**

Lowering the structure progressed construction without building temporary ramps to maintain traffic. This change helped the team meet all major interim milestones while improving public travelling conditions.

PB developed a series of Maintenance of Access documents to provide monthly schedules of contractors' operations and anticipated work zones. This tool informed all parties of upcoming work and anticipated potential conflicts so that solutions were coordinated before conflicts arose in the field.

Stratacomm was a project partner who facilitated timely accurate public relations initiatives.

**SKILLS AND EXPERIENCED GAINED (LESSONS LEARNED)**

- Partnering with the client (DDOT) allowed for a design-build approach for PB's and Corman's innovative plan to lower three consecutive bridge spans by 20' for the north approach, resulting in a faster project delivery, reduced MOT impact to the travelling public, and reduced long term operating costs for DC.
- Extensive coordination between Corman, PB, and Stratacomm resulted in an extremely effective public relations campaign for the client that kept motorists informed of major MOT phases and offered alternate route / bypass options.
- Constructability reviews frequently yielded improved design and construction quality features.

**TEAM MEMBER INVOLVEMENT (PROVEN WORK HISTORY)**

Rick Kumrow of Corman, proposed DBPM for the I-395 project, was on site daily during Bridge Demolition and Reconstruction, working closely with PB's John Michels (proposed Lead Structural Engineer) and David Charters (proposed Design Manager) to maintain project quality and schedule. Other proposed CK Team construction staff involved on this project include: William Cox (JV Executive Committee), John Lanigan (Safety Manager), and John Undeland (Public Relations).

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE / AWARDS**

- 🏆 2008 AASHTO Transportation Award in the Northeast Region for *Medium Project – Innovative Management*.
- 🏆 2008 ACEC National –Engineering Excellence Awards –National Finalist in Transportation Category
- 🏆 2008 ACEC Maryland Chapter Outstanding Project of the Year in Transportation
- 🏆 Mid-Atlantic Construction Best of 2007 Project of the Year-Bridge
- 🏆 2008 ASCE National Chapter DC Section Outstanding Civil Engineering Project

**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM  
(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
<b>Design-Build Dallas/Fort Worth (DFW) Connector Comprehensive Development Agreement (CDA), Grapevine, Texas</b>	<b>NorthGate Constructors (Kiewit Texas Construction, L.P., and Zachry Construction Corporation)</b>	<b>Texas Dept. of Transportation Sam Swan Phone: 817-370-8500 Email: sswan@dot.state.tx.us</b>	<b>2014</b>	<b>2014</b>	<b>\$1,020,000</b>	<b>\$1,020,000</b>	<b>\$63,500</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.



**PROJECT RELEVANCE**

- ✓ **Design-Build**
- ✓ **Highway Renovations**
- ✓ **Multiple Level Roadways and Interchanges**
- ✓ **Bridge Replacements and Widening**
- ✓ **Construction w/ Adjacent Vehicular Traffic**
- ✓ **Work within Environmentally-Sensitive Areas**
- ✓ **Maintenance of Traffic in a corridor with 200,000 ADT**
- ✓ **Community Relations and Outreach Program**
- ✓ **Utility Relocation and Coordination**
- ✓ **Intelligent Transportation Systems**
- ✓ **Geotechnical Engineering Design**
- ✓ **Independent QA**
- ✓ **Bridge demolition and removal**
- ✓ **Stormwater management and drainage design**

**PROJECT NARRATIVE**

Parsons Brinckerhoff (PB) is the lead designer and Kiewit is the lead contractor this \$1.02 Billion Comprehensive Development Agreement (CDA) project using the Design-Build method. The project design was performed in several PB offices, including Herndon, VA. Project scope includes rebuilding portions of four highways and two interchanges, expanding roadway capacity, providing new direct connection ramps, and constructing continuous frontage roads along 8.4 miles of SH 114/121 corridor in the “north gate” to the DFW Airport. This project is being constructed in an existing highway corridor with an ADT greater than 200,000. The scope requires adding roadway capacity that totals 24 lanes at its widest point, with a combination of managed (toll) lanes, mainline, and frontage road lanes. Rebuilding the interchanges and crossing local streets and streams required design of 40 bridges and 60 retaining walls. PB managed and directed these design efforts, as well as drainage and utilities, the geotechnical exploration and testing program, maintenance and protection of traffic, and support of Right-of-Way acquisition. The design team included ten local sub-consultants and several DBE firms to meet project goals. PB provided project control management to the integrated project P6 schedule, and administered the project’s Design Quality Management Plan (DQMP) which helped the Developer achieve ISO 9000 certification.

Major scope included:

- Overall design project management for the additional lanes, improved interchanges, and direct connections along 8.4 miles of SH 114/SH 121 corridor.
- Interstate-equivalent design for a roadway system up to 24 lanes wide (14 main lanes, four managed toll lanes, six frontage road lanes).
- Design for improvements to more than 38 bridges (including multi-level) and 60 retaining walls.
- Design of the rebuilt major interchanges at SH 26, SH 12,1 and International Parkway.
- The project included the widening of existing bridges in addition to the many new structures. The structural details to widen these bridges were designed to efficiently tie-in to the existing bridge structures.
- In addition to the bridges within the interchanges, the bridges spanned railroad tracks, environmentally- sensitive areas, and numerous roadways. PB managed the design interface coordination with multiple stakeholders.
- Project construction is phased to maintain continuous access to DFW Airport and adjacent businesses, while maintaining safe travel for high-volume traffic (over 200,000 ADT).
- Elements of the project were accelerated - right-of-way acquisition, design and construction phases of work — to minimize impacts to businesses and the traveling public.
- The foundations for the bridge structures included single drilled shafts for each column within the bent structures.

**KEYS TO PROJECT SUCCESS (PROJECT PRIORITIES)**

Using a centralized project office (PO) management team and dispersed production centers (PCs), PB directed and managed the design work efforts to obtain TxDOT review and concurrence for Release For Construction (RFC) of 224 design packages in a timely manner that supported the construction schedule. PB mobilized the discipline leads and project management team (totaling 25 staff at peak) to the project office, where the design project work was organized into 6 areas and assigned to various remote PCs.

PB planned and managed an aggressive geotechnical investigation program for bridges, walls and pavement, including statnamic load testing. PB’s staff of 10 geotechnical engineers coordinated 10 drilling rigs, observed sampling and logging of 500 borings, and coordinated lab testing of all samples. This fast paced investigation allowed design of bridges, retaining walls and pavement to advance quickly, which in turn allowed the contractor to begin early work on bridge foundations and retaining walls.

**SKILLS AND EXPERIENCES GAINED (LESSONS LEARNED)**

- With a similar ADT to the I-395 project (200,000), the DFW Connector project MOT was a key focus during design and construction. The over-arching goal uniting all disciplines was to keep the public moving safely through the corridor. An MOT Task Force comprised of discipline leads from design and construction, along with representatives from TxDOT, local cities, and DFW Airport met weekly to develop, review and validate construction phasing concepts during MOT plan development. Traffic modeling was used extensively to fully understand the impacts of a particular phasing scheme.
- PB developed and implemented a robust Design Quality Management Plan (DQMP). The management team traveled to the production centers for kick-off meetings, obtaining staff commitment to project goals, schedule and budget, setting the tone and defining the communication protocols for the project. Time was invested in training the staff on the established design criteria, sample plans for each discipline, project CADD standards and the DQMP. Implementing the DQMP, performing a good interdisciplinary review, and auditing the efforts ensured quality submissions.

**TEAM MEMBER INVOLVEMENT (PROVEN WORK HISTORY)**

PB’s Dave Charters (proposed I-395 Design Manager) led the final design of the bridge structures for this \$1B Design-Build project, and was responsible for coordinating the structural design with all of the other disciplines, including roadway, drainage, ROW, utilities, ITS, environmental, geotechnical, and retaining walls.

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE / AWARDS**

This project is meeting the milestones established by TxDOT, and is scheduled to be completed ahead of the 2014 completion date.

**ATTACHMENT 3.4.1(b)**  
**LEAD DESIGNER - WORK HISTORY FORM**  
**(LIMIT 1 PAGE PER PROJECT)**

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					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
VDOT Region IV Bridge Maintenance and Repair Design  Northern Virginia District	Various - Martins Construction (I-95 Task) Shirley Contracting (Lorton Rd and Backlick Rd Tasks) & Lane Construction (I-66 and Blackburn Rd Tasks)	Virginia Dept. of Transportation Structure & Bridge Division 1401 E. Broad Street Richmond, VA 23219 Russell Martin 804-786-4406	2008	2012	\$30,000 (est)	\$30,000 (est)	\$3,700 billed to date 3 year - \$6,000/year open ended contract (\$18,000 projected)

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.



**PROJECT RELEVANCE**

- ✓ Bridge widening over a major commuter route under traffic
- ✓ Bridge steel superstructure and concrete substructure rehabilitation
- ✓ Accelerated design schedule
- ✓ VDOT project
- ✓ Close coordination with adjacent projects
- ✓ Public involvement
- ✓ Modified Design-Build
- ✓ MOT / TMP Plans
- ✓ Bridge steel superstructure and concrete substructure design
- ✓ Accelerated bridge construction methods
- ✓ All tasks completed on schedule and on budget

**PROJECT NARRATIVE**

For this three year open-ended contract, Parsons Brinkerhoff (PB) serves as the Prime Engineer and Designer working out of their Herndon, Virginia office. Emergency tasks were performed similar to a typical design-build project where design and construction were simultaneously performed by the PB Design Team and the VDOT-selected contractor. The PB Team worked with different contractors for each task and enhanced partnering and flexibility to ensure project success.

The representative task orders described below represent design and management of technical disciplines applicable to the I-395 project, as well as incorporating an accelerated design schedule and staged construction/MOT plans for high ADT Interstate and highway corridors:

**Rehabilitation/replacement of Blackburn Road Bridge over Cow Branch, Fairfax County:** Replacement of the pre-stressed concrete deck superstructure, concrete abutment and wing walls on drilled shaft foundations, hydraulic design and roadway design, utility coordination and permitting documents. Emergency bridge rehabilitation tasks were performed with the contractor during the design phase utilizing accelerated bridge design and construction methods.

**Rehabilitation of Backlick Road Bridge over Mason Run, Fairfax County:** Design, detailing and preparation of specifications for the precast concrete deck superstructure and reconstruction of a portion of the concrete abutment on spread footings, utility coordination and environmental permit documents.

**Rehabilitation of I-66 EB and WB Bridges over Route 29, Fairfax County, VA:** Inspection, design, and plan development for rehabilitation of collision-damaged dual four-span bridge. Twelve steel beams were severely damaged by truck collision. Plans were prepared for beam replacement/retrofits, staging / MOT for high ADT Interstate and for repair of piers with extensive delamination and spalling.

**Rehabilitation of I-95 NB & SB Bridges over Russell Road, Prince William County:** Inspection and preparation of final plans for major superstructure and substructure rehabilitation of a dual three-span bridge. Design and plans focused on steel superstructure; joint closure and deck overlay concrete; piers and abutments; pedestal reconstruction and bearing replacement by Jacking & Blocking method; preparation of MOT/staging plans for high 280,000 ADT Interstate and load rating analysis. Bridge rehabilitation tasks were performed utilizing an accelerated design schedule and staged construction/MOT plans for high ADT Interstate and highway corridors.

**Widening/Tie-In of Beulah Road Bridge over Dulles Access/Toll Road, Fairfax County, VA:** Final design and plans for rehabilitating damaged steel beams and superstructure, widening the existing superstructure and substructure, and complete replacement of the span 2 superstructure. Staged construction was included to facilitate MOT/ staging on this high 262,000 ADT toll road.

**KEYS TO PROJECT SUCCESS (PROJECT PRIORITIES)**

The key to success on these emergency tasks was for the design team to handle all levels of technical complexity within multiple design disciplines. The PB team had requisite breadth and depth of experience, providing responsive service to VDOT and the individual task contractors. The critical nature of the work required it to be performed similar to a typical Design-Build project, with design and construction simultaneously coordinated between the PB Team, VDOT, and the individual task contractor.

In addition to design, PB assisted VDOT's PM in preparing presentation materials for public involvement activities and other support functions for the Concurrent Engineering Process. Coordination and support was also provided for utilities, adjacent land owners, environmental permitting and stakeholders.

**SKILLS AND EXPERIENCED GAINED (LESSONS LEARNED)**

- Close open communication during the Modified Design-Build Emergency tasks was essential for proper MOT and schedule compliance. Continuous and almost daily coordination within structure, civil, traffic, hydraulic and other discipline engineers is important for successful project completion.
- To complete the Emergency Repair and Design-build projects, an experienced PM and staff are essential. The depth of knowledge of the PB staff made the work process more efficient and effective, where all work was completed on time with client satisfaction.
- Understanding the client's real and perceived needs and responding to them timely was an important factor in successfully completing the tasks.

**TEAM MEMBERS**

John Michels (proposed Lead Structural Designer) was deputy project manager and task leader for the VDOT Region IV Bridge Maintenance and Repair Task Order Contract.

**VERIFIABLE EVIDENCE OF GOOD PERFORMANCE**

- The PB Team received repeat work from VDOT, 34 tasks, and completed them on a fast track and within the desired deadlines.
- Nick Roper, PE, Northern Virginia District Bridge engineer said of the project: *"We are very happy with performance of PB in our projects in the Region IV Maintenance and Repair contract."*