

Request for Qualifications



A Design-Build Project **I-64 Exit 91 Interchange Improvements**

Copy 1 of 10

From: 0.429 Miles West of Route 285
To: 0.438 Miles East of Route 285

State Project No: 0064-007-111, P101, R-201, C-501, B-627

Federal Project No: NH-064-2(152)

Contract ID Number: C00075877DB47



ENGLISH
Since 1929

in association with

RK&K

January 6, 2012



3.2 Letter of Submittal



in association with





615 CHURCH STREET, LYNCHBURG, VIRGINIA 24504
P. O. BOX P-7000, LYNCHBURG, VIRGINIA 24505
(434) 845-0301 (434) 845-0306 FAX

3.2 LETTER OF SUBMITTAL

January 6, 2012

Commonwealth of Virginia
Department of Transportation (VDOT)
Central Office Mail Center
Loading Dock Entrance
1401 E. Broad Street
Richmond, Virginia 23219
Attention: Brenda L. Williams

RE: **I-64 / Exit 91 Interchange Improvements | From 0.429 Miles West of Route 285 To 0.438 Miles East of Route 285**
State Project No. 0064-007-111, P101, R-201, C-501, B-627;
Federal Project No. NH-064-2(152); Contract ID Number: C00075877DB47

Dear Ms. Williams:

English Construction Company, Inc. (English) is pleased to submit its Statement of Qualifications for the above referenced design-build project with the Virginia Department of Transportation (VDOT). Our proposal response contains a detailed plan on how we will staff and manage the design and construction of this assignment, fully integrating VDOT as our teaming partner. Our team's combined experience enables us to deliver the kind of high quality and technically sound project VDOT has come to expect from each of our team members.

English is the Offeror and will be the overall authority on the project as well as the Lead Contractor. Other team members with responsibilities for engineering design, right-of-way, and construction quality assurance will enter into sub-agreements with English for this project. English's Design-Build Project Manager will coordinate and direct these functions to ensure effective project progress and completion.

English was founded in 1909 and has been constructing bridges and heavy civil works for more than 50 years. Throughout our history, English has an unmatched level of success in completing large, complex projects with aggressive schedules. See Work History for detailed listings of the recent relevant project experience.

English will lead the design-build team, composed of the following skilled consultant partners we know will bring valuable expertise to this project, as they possess a considerable and practical working

Since 1909

knowledge of VDOT, its processes, and of the project corridor. The design effort will be led by Rummel, Klepper & Kahl (RK&K).

Following is a table of design partners that we will utilize to successfully complete this project.

<i>Firm</i>	<i>Primary VA Location</i>	<i>DBE/SWaM Status</i>	<i>Major Project Role</i>
Rummel, Klepper & Kahl, LLP (RK&K)	Richmond	N/A	Design project management, engineering design, QA
Thompson & Litton, Inc. (T&L)	Radford	SWaM #9018	Utilities Coordination
Alvi Associates, Inc. (AAI)	N/A	DBE/SWaM #000169	Structural Engineering
Schnabel Engineering Consultants, Inc. (SEC)	Richmond	N/A	Geotechnical engineering, Quality Assurance Laboratory
Quinn Consulting Services, Inc. (QCS)	Chantilly	DBE/WBE/SWaM #626289	Quality Control
ProAct Public Relations, LLC (PPR)	Richmond	DBE/WBE/SWaM #647206	Public Relations
KDR Real Estate Services (KDR)	Richmond	N/A	Right-of-Way Services
Froehling & Robertson (F&R)	Crozet	N/A	Quality Control Laboratory

The English Team understands VDOT’s goals and objectives for this project. Our project approach will be to establish and implement design and construction processes by fully integrating the project’s goals, maintaining high quality, and accelerating the schedule. Our team has established the specific responsibilities for each element of our organizational structure. We have structured our Team to ensure design documents are prepared in accordance with sound, prudent, and accepted engineering practices conforming to VDOT, FHWA, and other federal, state, and local standards. Our Team stands ready to meet these challenges and exceed VDOT’s expectations related to these goals.

3.2.1: Offeror’s Point of Contact: John M. Jordan, Jr. is the official representative and point of contact for the English team relative to the SOQ. His contact information is listed below.

John M. Jordan, Jr., Senior Vice President
 English Construction Company, Inc.
 P. O. Box P-7000
 Lynchburg, VA 24505
 Tel: (434) 845-0301 | Fax: (434) 845-0306 | Email: jjordan@englishconst.com

3.2.2: Principal Officer: John M. Jordan, Jr. is the principal officer of English Construction Company, Inc., the legal entity with whom a design-build contract with VDOT will be written.

3.2.3: Offeror's Organizational Structure: English is structured as a corporation and is not a limited liability company, joint venture, or any form of partnership. English will undertake the financial responsibility for this design-build project, provide the required bonding, and accept the risks and liabilities for the performance of the work. English has no liability limitations.

3.2.4: Affiliates and Subsidiaries: The following is a list of English's affiliates and subsidiaries.

Affiliates:

- *W. C. English, Incorporated*, PO Box P7000, Lynchburg, VA 24505
- *Henrico Properties, LLC*, PO Box P7000, Lynchburg, VA 24505
- *Greenview Properties (Airport), LLC*, PO Box P7000, Lynchburg, VA 24505
- *Curles Neck Investments, LLC*, PO Box P7000, Lynchburg, VA 24505
- *Galax Realty LLC*, PO Box P7000, Lynchburg, VA 24505
- *Thomas Bros., LC*, 494 Glenmore Drive, Salem, VA 24153
- *Lee Construction Company of the Carolinas, Inc.*, PO Box 7667, Charlotte, NC 28241-7667
- *MCC Acquisition LC*, PO Box 568, South Boston, VA 24592
- *Counts & Dobyms, Inc.*, 37 Leland Road, Rustburg, VA 24588
- *Adams Construction Company*, PO Box 12627, Roanoke, VA 24027
- *First Choice Public-Private Partners, LLC/Chesterfield*, PO Box P7000, Lynchburg, VA 24505
- *First Choice Public-Private Partners, LLC/Fredericksburg*, PO Box P7000, Lynchburg, VA 24505
- *Lakeside Centre, LLC*, PO Box P7000, Lynchburg, VA 24505
- *Court Street Properties, LC*, PO Box P7000, Lynchburg, VA 24505
- *First Choice Public-Private Partners: Roanoke Recreation Center, LLC*, PO Box P7000, Lynchburg, VA 24505
- *First Choice Public-Private Partners: Northumberland, LLC*, PO Box P7000, Lynchburg, VA 24505
- *First Choice Public-Private Partners: Iredell-Statesville Schools, LLC*, PO Box P7000, Lynchburg, VA 24505
- *First Choice Public-Private Partners: Fredericksburg II, LLC*, PO Box P7000, Lynchburg, VA 24505
- *First Choice Public-Private Partners LLC*, PO Box P7000, Lynchburg, VA 24505
- *EE, LLC*, PO Box P7000, Lynchburg, VA 24505
- *Greenview Properties LLC*, PO Box P7000, Lynchburg, VA 24505

Subsidiary:

- *Fairfield-Echols, LLC*, PO Box P7000, Lynchburg, VA 24505

3.2.5: Debarment Forms: Executed Primary and Lower Tier Debarment Forms for all team members are included in this submission in Appendix C.

3.2.6: VDOT Prequalification: English is prequalified to do business with VDOT, as indicated in our pre-qualification certificate shown in Appendix C.

3.2.7: Bonding Capacity: Below is a letter from Travelers Casualty & Surety Company regarding English's bonding capability. The full letter is included in Appendix C.



St. Paul Travelers Bond
300 Arboretum Parkway, #390
Richmond, VA 23236
Phone: (877) 828-4140
Fax: (804) 330-6880

January 6, 2012

Commonwealth of Virginia
Department of Transportation (VDOT)
1401 East Broad Street
Richmond, VA 23219

REF: Request for Qualifications

A Design-Build Project
I-64 Exit 91 Interchange Improvements
From: 0.429 Miles West of Rt 285 To: 0.438 Miles East of Rt. 285 Augusta County, VA
State Project No.: 0064-007-111,P101,R-201,C-501,B-627
Federal Project No.: NH-064-2(152) Contract ID Number: C00075877DB47

To Whom It May Concern:

English Construction Co., Inc. has been a valued client of Travelers Casualty and Surety Company of America for over sixty years. During that time, we have maintained a working line of surety credit and have supported single bond requests up to the \$125,000,000. range and aggregate programs up to the \$500,000,000. range. These levels reflect our history with this client; however, they are not to be construed as limits. Given English's extensive experience and financial strength, we are certainly prepared to consider requests well in excess of these levels.

English Construction Co., Inc. is capable of obtaining a 100% Performance Bond and 100% Labor and Material Payment Bond in the amount of the anticipated cost of construction, as referenced in Section 2.1 of the RFQ and said bonds will cover the Project and any warranty periods on behalf of the Contractor, in the event that such firm be the successful bidder and enter into a contract for this project.

Travelers Casualty and Surety Company of America is licensed to transact surety business in all 50 states and is listed on the United States Department of Treasury list of acceptable surety companies. Travelers Casualty and Surety Company of America carries an A.M. Best rating of A+ and has a Financial Size Category of XV. The information contained in this letter is valid for a period of three (3) months from date of this letter.

Please feel free to contact us if you have any questions.

Sincerely,

TRAVELERS CASUALTY & SURETY COMPANY OF AMERICA


Frances M. Saunders
Attorney-in-Fact

FMS/sll
Power of Attorney Attached

3.2.8: Evidence of Professional Licensure: The chart on the following page provides the English Team's evidence of professional licensure. Documentation of all registrations, including SCC certifications, DPOR Registrations (offices), DPOR Registration (Key Personnel) and DPOR Registration (Non-APELSCIDLA) is included in Appendix C.

<i>Team Member *</i>	<i>Proposed Location(s) for This Project</i>	<i>Evidence of Registration</i>			
		<i>.1</i>	<i>.2</i>	<i>.3</i>	<i>.4</i>
RK&K	801 E. Main St. Richmond, VA 23219	K000417-8 Type: LLP Status: Good Standing	Type: ENG No. 0411 000271 Exp. Date: 02/29/2012	Owen Peery VA PE #0402 046882 Exp. Date: 10/31/2013 Gary Johnson VA PE#0402 033863 Exp. Date: 09/30/2013 Richard Clarke VA PE #0402 040981 Exp. Date: 05/31/2013	N/A
	81 Mosher St. Baltimore, MD 21217	N/A	Type: ENG No. 0407 002860 Exp. Date: 12/31/2013	N/A	N/A
	2901 S. Lynnhaven Rd. Suite 300 Virginia Beach, VA 23452	N/A	Type: ENG No. 0411 000667 Exp. Date: 02/29/2012	N/A	N/A
	10306 Eaton Pl. Suite 240 Fairfax VA 22030	N/A	Type: ENG, LS No. 0411 000577 Exp. Date: 02/29/2012	N/A	N/A
T&L	726 Auburn Ave. Radford, VA 24141	0131411-1 Type: Corp. Status: Good Standing	Type: ARC, ENG, LS No. 0411 000211 Exp. Date: 2/29/2012	N/A	N/A
	312 Clintwood Main St., Suite 201 Clintwood, VA 24228	N/A	Type: ENG, LS No. 0411 000310 Exp. Date: 2/29/2012	N/A	N/A

	103 E. Main St. Wise, VA 24293	N/A	Type: ARC, ENG No. 0407 003869 Exp. Date: 07/31/2013	N/A	N/A
	100 5 th Street 4 th Floor Bristol, TN 37620	N/A	Type: ARC, ENG No. 0411 000210 Exp. Date: 02/29/2012	N/A	N/A
AAI	110 West Road Suite 410 Towson, MD 21204	F179975-0 Type: Foreign Corp. Status: Good Standing	Type: ENG No. 0407 002864 Exp. Date: 12/31/2013	N/A	N/A
QCS	4607 Marble Rock Court Chantilly, VA 20151	0492551-7 Type: Corp. Status: Good Standing	Type: ENG No. 0407 003733 Exp. Date: 12/31/2013	N/A	N/A
SEC	One Cary Street Richmond, VA 23220	07126741 Type: Corp. Status: Good Standing	Type: ENG, LS No. 0411 000700 Exp. Date: 2/29/2012	N/A	N/A
	1901 South Main Street Suite 11 Blacksburg, VA 24060	N/A	Type: ENG No. 0411 000697 Exp. Date: 02/29/2012	N/A	N/A
PPR	1011 East Main Street, Suite 100 Richmond, VA 23219	S137737-5 Type: LLC Status: Good Standing	N/A	N/A	N/A
KDR	2500 Grenoble Road Richmond, VA 23294	0571210 Type: Corp Status: Good Standing	Type: Real Estate No. 0226 007129 Exp. Date: 12/31/2012	N/A	N/A
F&R	6181 Rockfish Gap Turnpike Crozet, VA 22932	0027211-2 Type: Stock Corp Status: Good Standing	Type: ENG, LS, CID, LA No. 0411000052 Exp. Date: 02/29/2012	N/A	N/A

* *Rummel, Klepper & Kahl, LLP (RK&K); Thompson & Litton, Inc. (T&L); Alvi Associates, Inc. (AAI); Schnabel Engineering Consultants, Inc. (SEC); Quinn Consulting Services, Inc. (QCS); ProAct Public Relations, LLC (PPR); KDR Real Estate Services (KDR); Froehling & Robertson (F&R)*

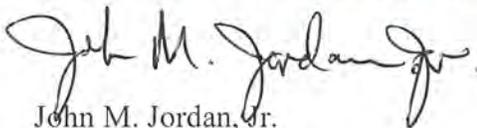
1. SCC Registration (name, registration number, type of corporation and status)
2. DPOR registration for each office practicing or offering to practice any professional services in Virginia (name, address, registration type, registration number, expiration date)
3. DPOR registration for Key Personnel practicing or offering to practice professional services in Virginia. Provide office location
4. DPOR license detailing for those services not regulated by the Board

3.2.9 Disadvantaged Business Enterprises: English Construction Company, Inc. supports the Disadvantaged Business Enterprise program and is committed to achieving at least 12% of the design and construction of this project utilizing the services of organizations certified as Disadvantaged Business Enterprises.

The entire English Team appreciates you taking the time to review our Statement of Qualifications and we look forward to working with VDOT on this project.

Respectfully,

English Construction Company, Inc.



John M. Jordan, Jr.
Senior Vice President



3.3 Offeror's Team Structure



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3.3: Offeror's Team Structure

We have built a team to ensure that this project and the associated risks will be effectively managed through our personal competence and accountability. This belief is founded in successful design-build delivery by our Key Personnel and is outlined on the resumes in the Appendix. English and RK&K strongly believe that we are the right team for this project and following are some key aspects of our team structure.

Strong bond between Contractor and Lead Designer: English has a long history of using the staff at RK&K for their design needs. This includes other successful design-build delivery in Virginia and North Carolina as well as construction engineering services. The benefit of this bond is there is a long term relationship that will rise over any aspect related to this individual project. As a team, English and RK&K want this project to be a success in the eyes of VDOT and we want to be seen as one entity by VDOT. By having a long-term internal relationship, this goal will become a reality.

Key Personnel: Our Key Personnel, as outlined in the attached resumes, clearly exceed all of the requirements outlined in the RFQ. As a summary:

Design-Build Project Manager	30 years managing transportation projects, many design-build
Quality Assurance Manager	35 years of focusing on quality, currently a QAM
Design Manager	28 years of managing design and ensuring design quality
Construction Manager	37 years of bridge construction and bridge management
Lead Structural Engineer	18 years focusing on bridge design – DBIA Professional
Environmental Compliance Manager	20 years ensuring environmental compliance and delivery

Proven Design Partners: In order to ensure successful delivery of the design, RK&K has built a team with designers who have worked with RK&K in the past, and based on these positive experiences, have decided to work together again. Successful delivery breeds successful delivery. Following is a summary of the team:

Thompson & Litton	Roadway design, drainage design, survey (SWaM)
Alvi Associates	Structure Design, roadway design (DBE & SWaM)
Schnabel Engineering	Geotechnical, Quality Assurance Laboratory
ProAct Public Relations	Public Relations (DBE, WBE & SWaM)
Froehling & Robertson	Quality Control Laboratory (WBE)
KDR Real Estate Services	Right-of-Way Services
Quinn Consulting	Quality Control (DBE, WBE & SWaM)

Actual detailed assignments for the design subconsultants will be identified during the Proposal process. To firmly assign them at this point may lead to unintended division of work as the full scope of required services is not known at this time.

Additional Design Staff: As a 770-person multi-discipline design firm, RK&K can unquestionably meet any peak design need that may arise. This assurance is backed by our proven design partners and their ability to meet peak design needs.

3.3.2 Functional Relationships and Communication

Clear Lines of Communication: As the following organizational chart shows, there are clear lines of communication in our team. In addition, a “ladder” communication system will be utilized where counterparts

on the design and construction groups will directly communicate and “copy” their respective project managers. Each subconsultant will have one leader who will serve as the “point person” and will be included on all correspondence. All of this correspondence will be organized and stored on a *web-based system*, similar to SharePoint or Project Wise, for future reference.

Frequency of Communication: Our team has utilized a system of weekly conference calls and monthly or bi-weekly face-to-face meetings to keep projects on schedule. We plan on using this system on this project. The benefit of standing meetings is that the project stays at the forefront of the team. As we see VDOT as a partner on this project, VDOT will be invited to attend and participate in these meetings. This plan is based greatly on the Lessons Learned associated with the I-64 / I-295 Interchange Project that is described in the Contractor work history form.

Team Interaction: While the Design Build Project Manager will be in overall control of the project and the single point-of-contact to VDOT, in the beginning of the project, the design team will be leading the meetings, with input from the contractor side. As the project moves from design to construction, the meetings will be lead by contractor forces with input from the designers. It is important to note that RK&K firmly believes that their work is not complete until ribbon cutting day. Like English, RK&K is committed to the project until completion and will be a part of the project until closeout.

Clear Separation between Quality Assurance (QA) and Construction: We have designated a QA staff that comes from the lead designer, along with a QA laboratory from the design team. In order to ensure separation between Quality Control (QC) and QA, we have brought on Quinn Consulting to only conduct QC as well as Froehling & Robertson for QC laboratory services. By being totally separate firms, we have clear separation.

We are the Right Team for this Project

We are Committed to this Project: In order to fully dedicate our team to this project, the lead contractor (English) and the lead designer (RK&K) have *decided to not pursue the I-64 Zion Crossroads* design build project that has a procurement process concurrent with the Exit 91 project. This will be in stark contrast to teams that will be trying to pursue both of these projects. *We are dedicated to the Exit 91 project.* Other teams may show the same key personnel in both proposals which will detract them from the attention this project deserves. You will not have that issue with the English/RK&K Team.

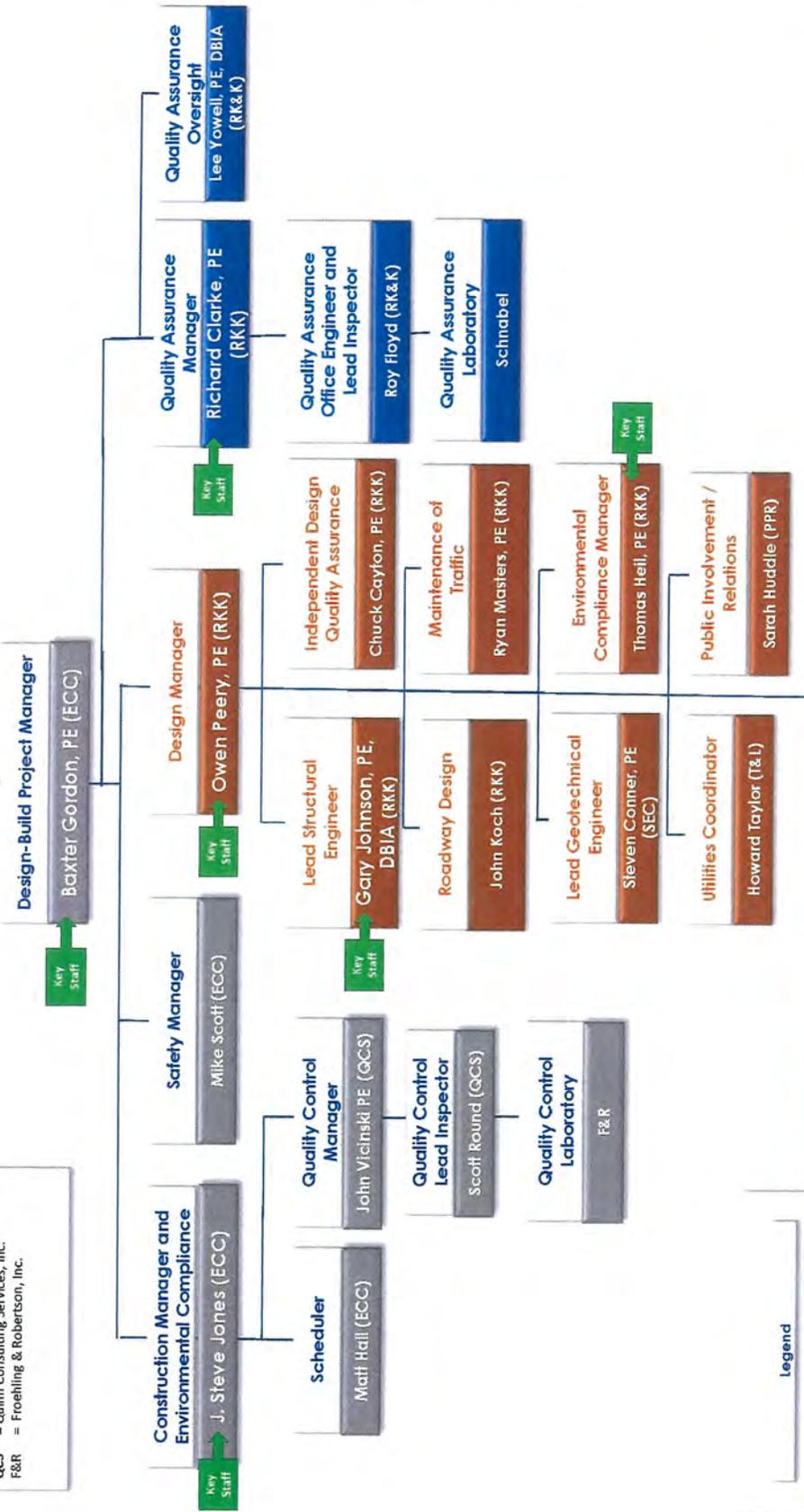
We have Confidence in our ability to Deliver: The leaders from English and RK&K have successfully delivered design-build projects in multiple states and they bring this experience to this project. For example, Baxter Gordon (Design build Project Manager) and Gary Johnson (Lead Structural Engineer) recently completed a design-build project for Longwood University that included 2 bridges and approach work. One call to the owner’s project manager, Ken Copeland, (434) 395-2086 will show you what level of service and satisfaction you can expect on this project.

This is the Right-Sized Project for us: For English and RK&K, this project is the right-sized project. If a project is too small for a contractor or designer, it will not get the attention it deserves. If a project is too big for a contractor or designer, it will overwhelm their resources and lead to an inability to deliver. As English is not a national contractor and RK&K is not a multi-national design conglomerate, this \$40 million design-build project is right in our wheelhouse and we are ready to deliver.

- ECC = English Construction Company, Inc.
- RKK = RKK&K, LLP
- SEC = Schnabel Engineering Consultants, Inc.
- T&L = Thompson & Litton, Inc.
- KDR = KDR Real Estate Services
- AAI = AAI Associates, Inc.
- PPR = ProAct Public Relations, LLC
- QCS = Quinn Consulting Services, Inc.
- F&R = Froehling & Robertson, Inc.

VDOT
Virginia Department of Transportation

I-64 Exit 91 Interchange Improvements
0.429 miles west of Route 285 to 0.438 Miles east of Route 285



Landscapes Architect David Mitchell, RLA (RKK)	Drainage/H&H Michael Hogan, PE (RKK)	Right-of-Way Manager Allen Dorin (KDR)	Signage/Signal/Lighting Brian Revels, PE (RKK)
Surveys Eric Gentry, LS (T&L)	Traffic Analysis Jeffrey Kuffesch, PE (RKK)	Intelligent Transpo System Govind Vadakpati, PE (RKK)	Structural Engineering Irfan Alvi, PE (AAI)

Legend

- CONSTRUCTION TEAM
- QUALITY ASSURANCE TEAM
- DESIGN TEAM



3.4 Experience of Offeror's Team



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3.4: EXPERIENCE OF THE OFFEROR'S TEAM



English Construction Company, Inc. (English) is the Offeror and will be lead contractor for this project and will provide the leadership for all construction activities on this project.

In business for more than 100 years, English is a multidisciplinary construction firm licensed in eight states in the Southeast United States, primarily working in Virginia, North Carolina, and South Carolina. The company's areas of expertise have expanded through the years from general contracting to include monumental structures, power plants, water and wastewater treatment facilities, public safety, correctional and courthouse facilities, factories, highways and bridges, and historic renovations. Working under the leadership of 120 tenured personnel, English's staff of 500 employees has supported as many as 40 concurrent projects. The company supports its field staff and projects with a fleet of equipment that is one of the largest in the Mid-Atlantic region. Nothing is more important than the reputation that English has built over the past 100 years. The philosophy is simple: *Our word is our bond. Our customers are our partners.* Evidence of performance is that most of English's work comes through negotiated contracts with repeat clients, rather than through the competitive bid process.

Not at the Mercy of Subcontractors: Since English typically self-performs all major aspects of the construction, we are not at the mercy of subcontractors and their delivery. The end result is that we are in more control of the overall product and schedule than most of our competitors. As an example, the I-64 / Exit 91 Interchange project is a major Maintenance of Traffic (MOT) project. With major MOT projects, the scheduling and delivery of asphalt can be a major cause of delays. ***We plan on utilizing an affiliate company, Adams Construction Company,*** to handle the paving on this project.

20 years of Design-Build Experience: English actually constructed VDOT's first design build project, the I-85 Rest Stop in Mecklenburg County. English coordinated the design and construction of this 17,500 sq.-ft. facility. The job was completed **in one year with no change orders, no increased costs, and no time-extensions.**

English is proud to team with RK&K on this project to build on our experience with this well-respected firm.

RK&K Rummel, Klepper & Kahl, LLP (RK&K) will be the lead designer for this project and will provide the English Construction Company, Inc. with structural, H&H, roadway and drainage design, E&SC and SWM design, maintenance of traffic, signing and marking, environmental permitting and quality control support activities. RK&K is a 735+ person multi-disciplinary consulting engineering firm with a major presence in Richmond. The firm has been providing services throughout the Mid-Atlantic and Southeastern regions since 1923. Ranked



#95 on the 2011 Engineering News Record's listing of the "Top 500 Design Firms", RK&K services an array of federal, state, and local clients from their four Virginia offices (Richmond, Fairfax, Newport News, and Virginia Beach), and their remaining offices throughout the Mid-Atlantic. RK&K's Virginia operations have extensive experience and history working with VDOT through their many successfully completed project specific and task order contracts for the Department.

RK&K has a proven track-record of providing professional engineering services to VDOT. RK&K has performed nearly 100 assignments for VDOT statewide in the last 15 years. Since just 2006 in the Salem District alone, RK&K has completed or is completing 12 assignments. These include design and construction work for bridge designs, stream and river hydraulics studies including scour and flood plain studies, interstate roadways, roadways on new alignment, roadway widening and improvement projects which include technical and engineering services such as traffic engineering and operation studies, signage, lighting, and signal designs, stream and wetland mitigation projects and utility coordination. Additionally, they have assisted VDOT with construction management and inspection services including contract time determination schedules and review of contractor schedules, notice of intent and claims analysis, cost estimating, work order processing and constructability review.

Awards: English and RK&K have won numerous awards which serve as a testament to our level of service and dedication to completing projects successfully.

RK&K Awards	English Awards
<p>Frederick Douglass Bridge (design-build)</p> <ul style="list-style-type: none"> WTS-DC 2008 Innovative Transportation Solutions Outstanding Project of the Year by ACEC National Finalist in ACEC, National Chapter <p>Keyser-McCoole Bridge</p> <ul style="list-style-type: none"> Engineering Excellence Awards – WVDOH <p>Route 501 in Buena Vista</p> <ul style="list-style-type: none"> VDOT Statewide Construction Quality Award <p>I-95 Mainline 5th Lane Widening Project</p> <ul style="list-style-type: none"> Gold Level Award by National Partnership for Highway Quality Best Regional Transportation Project, by DelDOT Partners in Quality Team Award by FHWA <p>Route 262 in Augusta County – Southern Loop</p> <ul style="list-style-type: none"> VDOT Construction Quality Award 	<p>VDOT Staunton District</p> <ul style="list-style-type: none"> Marvin Black Award from the Associated General Contractors of America for excellence in partnering <p>US 460 Appomattox Bypass</p> <ul style="list-style-type: none"> District Administrator Certificate of Appreciation <p>Glad Manufacturing Facility</p> <ul style="list-style-type: none"> Award of Excellence <p>Roanoke River Parkway</p> <ul style="list-style-type: none"> Environmental Excellence - Honorable Mention <p>John Lynch Memorial Bridge</p> <ul style="list-style-type: none"> Contractor of the Year APWA VA/DC/MD chapter <p>I-664 In Suffolk & Chesapeake</p> <ul style="list-style-type: none"> Best Portland Cement Concrete Project <p>Company Wide</p> <ul style="list-style-type: none"> Excellence in DBE program - VDOT



3.5 Project Risk



in association with



3.5: PROJECT RISK

Risk Overview and Experience: English and our design partner RK&K have a firm understanding of project risk and how to manage that risk. Working with VDOT, RK&K has conducted or have been a part of a number of VDOT risk meetings, including the following projects:

Waxpool Road Interchange	(Design Build project)
Route 27/ Route 244 Interchange	(Design Build project)
Middle Ground Boulevard	(Design Build project)
Route 460 connector	(Design Build Project)
I-66 ATM Project	(Design Build project)
Seminary Road Bridge	(Design Build project)

From this first-hand experience working with VDOT to gain a greater understanding of project-specific risk, we can better position our team, and VDOT to control and manage risk items specific to the I-64 / Exit 91 Interchange project.

Design Build Experience: Both English and R&K have extensive design build experience and have designated Design Build Institute of America (DBIA) Professionals assigned to this project. This first-hand knowledge of the inner workings of design build projects better positions our team to manage risk items. We know that it is not always in the best interest of VDOT for the design-builder to take all of the risk. We know how to manage risk and will work with VDOT to clearly assign it.

Quantifying Risk: Having an idea of a risk item is not enough to start the risk management process. It must be quantified and compared against other risk items. A common practice of risk assignment used by both VDOT and RK&K is a two-tiered approach. *The two tiers are probability of occurrence and impact from the occurrence.* If each one of these tiers is given a weight of 1 to 3, they can be multiplied together and the highest outcome (maximum of 9) can then be focused on.

Assignment of Risk: We know the golden rule of risk management: Assign risk to those parties that can best manage the risk. We also know the precursor to that rule, which are the options available once a risk item is identified. Those options are to *avoid the risk, mitigate the risk, or assign the risk.* Once the determination is made to assign the risk, that is where the golden rule comes in and, in terms of design-build projects, there are three general options: assign to the owner, assign to the design-builder, or assign shared responsibility.

Other Risks Associated with this Project: Our team looked at many possibilities when it came to project-specific risk. Using the process described above, we came up with our top three risk items and they are described below. Other risk items that were high on the list, but not in the top three were Right-of-Way acquisition, stormwater management, and utility conflicts and relocation.

Three Critical Risks: Looking at our list of the most relevant and critical risks to the success of the project, they came in three categories: unknowns related to design (geotechnical), risk to the schedule (environmental and permitting), and risk to the reputation of VDOT (maintenance of traffic during construction). The third one is very interesting as we understand that the travelling public will not see this project as a design-build project with limited VDOT involvement. They will see it as a VDOT project. We take this perception seriously and we want to maintain VDOT's strong reputation with our successful delivery of this project.

We have also added a section in addition to the information requested that addresses where our team has had experience in mitigating this type of risk.

RISK ITEM 1 – GEOTECHNICAL UNKNOWNNS AFFECTING THE PROJECT

Risk Identification: Our team has reviewed the geotechnical data report (GDR) produced by Staunton District Materials for the project. The report indicates the rock is relatively shallow and it consists mostly of calcareous slate of the Martinsburg Formation (lower member). The natural residual soils (and existing embankment fill) above the rock were relatively stiff with a few soft layers. Undisturbed sampling of on-site soils was attempted during the subsurface exploration for the GDR. However, samples suitable for testing were not obtained for the GDR due to the rocky nature of the on-site materials.

Just northeast of the bridge site (in the area of the Route 285/Route 636 intersection) and southeast of the easternmost I-64 ramps, the geology changes to a more carbonate limestone rock of the Lincolnshire and Beekmantown Formations that is more likely to be sinkhole prone. In Section 10.9, the GDR states “No specific karst features were observed during the on-site reconnaissance.” *However, the USGS topographic map for this area (Waynesboro West) indicates the presence of closed depressions northeast and southeast of the site that could be a sign of karst activity.* Based on the geology maps, karst activity is more likely to occur at the northeast end of the site along Route 285 and Route 626, and less likely to occur elsewhere including the bridge site. Only one of the twelve core borings indicated the presence of limestone rather than slate. This was in Boring 11BH-223 which was drilled along Route 285 in the northeast portion of the site where the geology changes to the Lincolnshire Formation. There are several geotechnical risks our team has identified based on this report and our team’s knowledge of the local geology. These risks are:

- **Approach Embankment Settlement:** The approach embankment fills on both sides of the interstate will be placed adjacent to the northwest side of the existing bridge. The weight of this fill will cause the underlying soils to settle. Some undercutting of soft or wet near-surface soils should be anticipated prior to approach fill placement to reduce settlement. Settlement of the existing embankment from the weight of the new approach embankment fill is expected and this could result in some down drag loads on the existing abutment pile foundations.
- **Availability of Embankment Fill Materials:** A large volume of fill will be needed. On-site soils included some highly plastic clays and silts with liquid limits greater than 40. These materials are considered unsuitable and cannot be used as embankment fill. Accordingly, there is some risk that a portion of the on-site materials in cut areas will not be considered suitable for use as embankment fill. Moisture conditioning of fill materials will also likely be needed.
- **Undercutting for Bridge Foundations:** The new bridge abutments can be supported on piles and the pier can likely be supported on spread footings. Some undercutting and replacement with concrete or lowering of the footings below typical depths (up to about 12 ft at the east end of the pier) will likely be needed. There is a possibility that shoring could be needed to make the undercut for footings depending on their width parallel to the interstate.
- **Extensive Rock Excavation:** According to the GDR, cuts of up to about 8 ft will be needed for construction of some of the roadway areas. Rock was very shallow (about 3 to 4 ft deep) on the northeast end of the site near the Route 285 Route 636 intersection. There is a risk of variable rock excavation on this project.
- **Design Slope Angles:** The planned fill slopes are 2H:1V. Depending on the available fill materials, it is possible that slightly flatter slopes or benched slopes will be needed to produce stable slopes.
- **Pavements:** Several of the California Bearing Ratio (CBR) tests performed for the pavement design exhibited relatively low CBR values (as low as 1.9) and relatively high swell during the test (up to 4.3%). These materials will not be suitable pavement subgrade and will likely need to be undercut or modified.

- **Karst Conditions:** There is probably a risk that karst conditions will be encountered, especially toward the northeast end of the site where limestone rock was encountered. These conditions could result in exposure or development of sinkholes, variable rock surface and the presence of soft residual clays commonly referred to as epi-karst.
- **Threatened and Endangered Species:** The GDR also mentioned the possibility that the Madison Cave Isopod and Amphipod (threatened and endangered species) have been identified in the underground aquifers in this area. However, the risk of harming these species would likely be low unless voids in the rock are encountered and construction will impact these voids. The GDR did not identify any significant voids in the rock and there does not appear to be reason to penetrate very far below the rock surface with foundations or during excavation.

Why These Risks are Critical: These geotechnical risks are critical because they are difficult to quantify. The extent of their impact is unknown since they literally lie beneath the surface of the ground. A boring or test pit only indicates what you have at that exact location. Move over several feet, and you may find something totally different especially when there is the potential for karst topography. In fact, the karst topography and the potential presence of the Madison Cave Isopod and Amphipod are the two risks that really stood out to our team. The potential for these two risks to occur is very low. On a scale of 1 to 3 with 1 being the least likely to happen, they are less than a one. However, if they do occur the impact could be significant.

Risk Impact on the Project and Risk Mitigation Strategies: Mitigation strategies for all of the risk items, except the last two items (karst and threatened and endangered species), would include those performed during the design phase to reduce the number of unknowns and to incorporate mitigation measures into the design, and those performed during the construction phase to minimize costs and delays. In essence, they pose minimal risk to the project if done correctly. A summary of these strategies is as follows:

- Perform additional subsurface exploration, soil and rock laboratory testing and geophysical testing to better delineate the risks. The additional subsurface exploration would include the number of borings and types of sampling to meet or exceed the requirements of the VDOT Materials Manual of Instructions, Chapter III. This could include additional borings and/or auger probing to evaluate the variability of the rock surface for driving piles, and undisturbed Shelby tube sampling and testing of clay soils to evaluate settlement characteristics of the in-situ soils. Geophysical techniques such as seismic refraction and two-dimensional resistivity could be used to better delineate the rock surface between borings and to evaluate whether there are any potential voids or soft layers within the rock.
- Provide additional laboratory testing in areas where low CBR values were obtained to confirm the low values, estimate the necessary amount of undercut and replacement, and evaluate the amount of lime that might be necessary to mitigate these soils in place.
- Provide triaxial shear strength testing on proposed embankment materials for slope stability analyses. Quality tests could show that standard 2H:1V slopes have an adequate factor of safety so that flattening or benching the slopes might not be needed.
- Provide a thorough evaluation of the subsurface conditions in order to properly characterize the subsurface conditions, and perform the necessary calculations to decide if the potential risks described herein are likely to occur. An example would be to perform enough consolidation tests on natural and existing fill soils and suitable analyses in order to predict whether embankment settlement will result in down drag loads on existing piles.
- Include standardized remedial design information on the plans to illustrate how the impacts should be mitigated during construction. An example would be details and special provisions indicating how sinkholes should be mitigated.

All of these geotechnical risks have the potential to add time and money to the project, some more than others. Except for the **karst topography** and the potential presence of the **Isopods and Amphipods**, most of these geotechnical risks are likely to occur to some extent. Thus, the English team is comfortable that they can mitigate these risks by accounting for them in their bid by adding schedule and cost contingencies based on additional information they will obtain during the RFP phase and our experience with similar projects in the Staunton District such as the I-81 Truck Climbing Lanes and I-81 over Buffalo Creek. Since the karst topography and the potential presence of the Isopods and Amphipods are unlikely to occur and if they did, the impact could be significant to cost and schedule, it would not be in the best interest of VDOT for design-build proposers to be assigned this risk and cost this risk. *Thus, the English team recommends the risk for these two items either be taken entirely by VDOT or be shared between VDOT and the offeror* as described under the next paragraph.

Role of VDOT and or other Agencies: One tried and true method of sharing the risk of potential karst topography and the potential presence of the Isopods and Amphipods is to cap the risk at a certain dollar amount and number of days of impact to the schedule. For example, RFP language could be developed by VDOT which states that if karst topography is found and impacts the critical path of the schedule for more than a set number of days, say thirty calendar days, VDOT will allow a day for day extension for the delay and any substantiated costs incurred by the contractor as a result of this delay above a certain amount, say \$100,000, will be reimbursed by VDOT via a negotiated work order or force account. This plan caps the risk to the offeror not only in the matter of time but money as well. This capping of risk would still make it a difficult decision as to how much contingency the offeror should add to their bid.

We recommend in any case where VDOT assumes potential risk or there is shared risk between VDOT and the proposer, there should be a contingency set up as part of the VDOT budgeting process. The amount of this contingency can utilize the calculated risk probabilities to arrive at a reasonable amount. We can assist VDOT in developing this contingency amount.

Team Experience in Similar Situations: The English Team has experience on a VDOT design-build project with similar subsurface conditions. English is the design-build contractor, RK&K is QA manager and Schnabel is geotechnical engineer for the I-81 truck climbing lane currently under construction in Rockbridge County between about MM 195 and 202.5. This project required the following:

- Slight flattening of the highest fill slopes and/or addition of a bench mid-slope in order to achieve the required factor of safety of 1.5. The performance of multiple triaxial tests on fill and natural materials permitted the use of higher plasticity fill materials in the slope and the construction of all but the highest slopes at 2H:1V.
- Redesign of foundations at one pier column location to micropiles socketed into rock. This was needed because neither drilled shafts nor driven piles could be installed successfully due to the highly variable and steeply sloping rock.
- Backfilling of several sinkholes that developed in drainage ditches during construction.
- The use of light-weight materials at another bridge location to reduce potential approach embankment settlement.
- The use of suitable rock fill as bridge approach embankment material where site constraints required relatively steep 1.5H:1V slopes.

Schnabel's experience also includes geotechnical engineering and construction QA/QC on the Augusta Medical Center which is located about 4,000 ft north of the I-64 Exit 91 interchange project. This site is located within the middle member of the Martinsburg Formation that contains argillaceous limestone layers, and had issues with karst that included sinkholes, variable rock elevation and epi-karst. The hospital buildings are supported

on spread footings with variable bearing pressures depending on the location within the site and whether the footings were supported on residual soil, weathered rock or rock.

In addition, Schnabel has helped evaluate the potential impact on Madison Cave isopods from drilling micropiles through flooded voids in limestone rock at a power plant site near Front Royal. Flooded voids in the rock are the typical habitat for the Madison Cave isopod. Schnabel's assessment included evaluation of ground water levels, whether micropiles would penetrate below ground water, and the percentage of the 34 acre site where micropiles could potentially penetrate the flooded voids. Using this information, other team members and regulators determined that the potential risks to the Madison Cave isopod were acceptable on this project.

RISK ITEM 2 – ENVIRONMENTAL NEPA COMPLIANCE / WATER QUALITY & EROSION AND SEDIMENT CONTROL PERMITTING

Risk Identification: Ensuring that the project provides full Environmental NEPA Compliance and Water Quality & Erosion and Sediment Control Permitting compliance.

Why this Risk is Critical: This discipline area represents a significant potential risk to the project as the design and construction personnel must be aware of and respect the environmental commitments made through the NEPA process and environmental conditions placed on the approved permits. Our team is fully aware how this potential risk can affect project schedule through slippage in permit acquisition; lead to violations and construction activity shutdowns if proper construction phasing and E&SC measures are not maintained properly; and result in punitive damages and loss of our, and potentially VDOT's, reputation as responsible designers and builders of infrastructure projects. Adherence to NEPA commitments and environmental permit conditions compliance are paramount to the success of this and all VDOT projects.

Risk Impact to the Project: Should the environmental risks not be properly identified, conveyed, and managed, the project can and most probably will be exposed to schedule and budget impacts that will affect project delivery. Potential areas of risk may include but not be limited to not obtaining environmental permits to facilitate construction, not adhering to VDOT's NEPA commitments specifically related to continued coordination on Section 4(f) mitigation strategies, violations and shutdown during construction due to non-authorized work within sensitive environmental areas including wetlands and streams, unauthorized discharge of sediment laden water during construction due to improper maintenance of erosion and sediment control devices.

Risk Mitigation Strategies and Team Experience in a Similar Situation: First and foremost, our approach to mitigating potential environmental risks on this project has been focused on assembling a Team that has a proven track record of successfully navigating environmental compliance and permitting risks on similar VDOT design build projects. Since 2008, the English / RK&K Team has successfully navigated both the environmental NEPA compliance and water quality permitting risks on the \$74M I-81 Truck Climbing Lane project in Rockbridge County. The experience, working relationships, and successful risk mitigation strategies employed on the I-81 TCL project will be reviewed and enhanced to address all potential environmental risks on this project. This will include committing the same Environmental Compliance Manager (ECM), Mr. Thomas Heil, PE, from the I-81 TCL project to this project.

The most successful strategy learned on I-81 project, which will be carried through on this project, was the critical role and level of involvement of the ECM from the initial planning, through the design phase, the transition into and through construction. The ECM will be a continuous and integral member of the Team, participating in all Team progress meetings initially helping the designers understand and comply with all NEPA commitments and working side-by-side formulating strategies to avoid or minimize potential impacts to environmental resources; developing thorough and complete water quality permit applications including

wetland and stream impact mitigation proposals to minimize review efforts by the regulators to maintain the schedule; at the start of construction, conducted a briefing with the CM and QAM personnel to ensure they understood all commitments and design elements related to the environment; and through construction to advise the CM and QAM on environmental issues and resolution of potential impacts before they become an issue.

Secondly and concurrent with project initiation, the environmental compliance Team will develop an Environmental Compliance Database (ECD) that identifies and captures all NEPA commitments and environmental conditions that result through the permitting process that will affect the design and construction of the project. An example of database entries may include continued coordination with VDHR on avoidance, minimization, and mitigation for the Tinkling Springs Presbyterian Church property, early identification of resources to support the estimated 0.5 acres of wetland impacts and 450 lf of stream impacts, coordinating the planned permit strategy which will satisfy DEQ requirements and meet the Pre-Construction Notification for a USACE Nationwide 23 (Approved CE). It will also include identification and documentation of environmental resources during the scope validation phase to ensure that environmental information is available to the design team during concept development phase. As was done on I-81, this effort will include completion of field investigations, development of wetland delineation reports, and working with the agencies to obtain a jurisdictional determination of wetlands and streams within the corridor and included with the ECD. The ECD will not be a static document but a document that is distributed to all DM, CM, and QAM to ensure they and their staffs know what is expected through their activities.

Finally, ensure all design plan submittals and construction related changes are reviewed by the ECM for compliance to the ECD. The ECM will use the ECD as a tool during the review of the design plans at each critical milestone of the design development process and during monthly or periodic construction meetings to ensure environmental commitments and permit conditions are adhered to. An example taken from I-81 which will be implemented on this project will be the use of an independent DCR Plan Reviewer to review all E&SC plans through the design process. This added layer of review will ensure that the project is in compliance with DCR requirements and adheres to the VDOT general permit for erosion control and MS-19 compliance. The level of effort for these reviews are not significant, however they create a check and balance to ensure that all environmental risks are managed through the design and construction process.

Role of VDOT and other Agencies: The English Team fully expects to handle and manage the environmental and permitting process. Our expected role of VDOT and other agencies is extremely minimal beyond the regulatory role of the DEQ, DCR and the USACE. We state this in confidence as we have extensive experience in this arena.

RISK ITEM 3 – MAINTAINING TRAFFIC DURING CONSTRUCTION

Risk Identification: The Fishersville interchange is already experiencing significant traffic congestion and queuing in the peak periods. It will be important that the project be constructed in such manner so as not to worsen this issue. Access to area business has been impacted by the growing congestion so it will be important that the project carefully consider how motorists will access these businesses during construction. Most importantly, the project needs to maintain safe and efficient emergency access to Augusta Medical Center at all times so as not to adversely affect response times. Failure to properly address this issue could cause a public outcry harming VDOT's reputation with the community and resulting in VDOT instituting greater controls on the project. The project team may also be found liable if an emergency response is delayed unnecessarily due to improper implementation of the Transportation Management Plan.

Why this Risk is Critical: Maintaining safe and efficient access is a major issue on all transportation improvement projects. This is a more critical issue on this project since Route 285 is the primary access to

Augusta Medical Center, the primary provider of emergency medical services for Augusta County and the towns of Fairfield and Stuarts Draft as well as travelers on I-64 through the Shenandoah Valley. Any impacts to emergency access to the hospital could be critical to the life safety of the residents and travelers around the project area and could expose the project team to liability claims for any complications that result from delayed access to the hospital. The project will need to be constructed in a manner that provides excellent emergency access to the hospital at all times.

The area around the interchange is a major economic engine for Fishersville and Waynesboro. In addition to the medical center there are a number of industrial and business centers in the interchange area as well as several businesses established to serve travelers on I-64. These businesses require convenient and efficient access to I-64 to maintain success. This is especially true for the UPS facility on Expo Road and the various traveler service businesses along Route 285. Maintaining efficient ingress and egress to these businesses and full access to I-64 will be critical to the survival of these businesses and the jobs they provide to area residents.

In addition to these businesses, Route 285 provides access to I-64 for the Augusta Expo Center. This facility is the home of the Augusta County Fair and offers concerts and other special events throughout the year. The Expo has already booked 39 events for 2012, covering most weekends as well as several weekdays. Efficient access to this facility is critical to the success of these events. Attracting these events is a highly competitive business and impacts to this access due to road construction will adversely affect the attraction of this facility, an impact that can last long after the project is complete. The project team will need to work closely with event organizers to ensure that appropriate access is provided for each event.

Maintaining acceptable access on weekends will also be important to Tinkling Spring Presbyterian Church. Located on Tinkling Spring Drive near the intersection with Route 285; this large, historical church offers Sunday morning and Wednesday evening services. Like most churches, they also provide wedding and funeral services, as needed, and host other community services, such as Cub Scout meetings, on other days. The church also offers daily preschool services during the school year. Safe and convenient access will be important, especially for parents that need to report to work after dropping off their children at school.

A large tract of land is under development as a business park at the south end of the project. The roadway improvements will greatly enhance the attractiveness of this parcel to potential businesses; however, significant access issues during construction may cause potential occupants to look elsewhere if they cannot wait for the road project to be finished. Maintaining good access during construction will improve the immediate marketability of this property, potentially bringing new jobs to the region.

In addition to providing safe and convenient access to the properties in and around the project area, it is also critical that good traffic flow be maintained to minimize traffic queuing. The interchange is already experiencing blockages during the peak periods. These blockages often cause long queues on the interstate ramps creating a hazard on I-64. The project should alleviate this problem; however, the problem will be exasperated during construction if traffic capacity and storage areas are reduced. Every effort must be made to improve the existing condition as quickly as possible during construction. This will improve safety on the project as well as provide better access to the project site for the contractor.

Risk Impact to the Project: This major roadway widening and interchange project will require significant changes to roadway alignments and elevations. Maintaining constant, safe and adequate access during all phases of construction will require proper phasing, proper design and placement of warning and protective traffic control devices and will require temporary pavement and widening. Providing these items without careful planning and forethought will lead to additional construction time, cost and inefficient use of these temporary materials. Proper analyses of the various construction stages and constant maintenance and coordination with the TMP outreach plan will ensure proactive and timely communication with the community, Augusta Medical Center and other stakeholders in advance of changing traffic patterns and other construction activities. *Without*

this type of planning and vigilant monitoring of the TMP, there is not only a risk to English from a cost and schedule standpoint, but there are risks to VDOT as well. At the forefront of these risks are public opinion and image. Loss of this trust and image usually leads to more meetings, more oversight and more cost for VDOT as well. Our Team has proven on many other projects that we can manage this risk item, keep VDOT's image in high regard, and make this project a success throughout the construction process.

Risk Mitigation Strategies: The English team will work with project stakeholders to develop a TMP that provides for safe and efficient access through the project for the duration of construction. *The TMP will have a strong outreach component and it will be an on-going process for the duration of construction.* This will be accomplished, in part, by the development of a Communications Plan to keep the stakeholders informed about impacts before and during the construction as well as options for avoiding construction-related delays and the need for community meetings. We will provide stakeholders with the tools necessary to quickly and easily communicate issues to the project team and will work with them to develop acceptable responses which will be incorporated into the Temporary Traffic Control Plan (TTCP). This may include temporary widening to provide additional capacity and vehicle queuing areas or providing temporary access points to parcels and regularly reviewing the construction sequencing for opportunities to improve traffic flow. The goal is to allow room for a safe working environment with minimal disruption to the public. A Work Zone Traffic Impact Analysis will be used evaluate how traffic will be impacted during construction and determine if changes to the TTCP can minimize impacts.

Role of VDOT and Other Agencies: VDOT's primary role is to be the "face" of the project and it is our role to ensure that the stakeholders needs and desires are appropriately addressed by the project team. Our TMP outreach program will provide for two-way communication between our Team and the community. We will strive to build a strong rapport with the community so that stakeholders will be confident that direct communication with the project team will provide them with satisfactory results and they will not feel the need to take their issues to VDOT. The English team will take the Risk regarding this issue and ensure that the risk is eliminated or mitigated through careful attention to this risk item.

Team Experience in a Similar Situation: RK&K has been working with the City of Charlottesville to develop plans to construct an interchange on the Route 29 Bypass at McIntire Road. The existing intersection currently experiences long queues and severe delays so it is important that the project not reduce overall capacity during construction. RK&K has developed a TMP that maintains all travel lanes on Route 29 during construction. Mitigation strategies have included temporary widening of the proposed ramps to serve as the through road while the existing alignment is raised to the final grade.

In addition to the daily traffic issues, the project also impacts the Charlottesville-Albemarle Rescue Squad (CARS) facility. Similar to the Augusta Medical Center, the CARS serves all of the county as well parts of the adjacent counties from this one facility, averaging over 40 calls per day. RK&K has worked closely with CARS staff to develop strategies for maintaining efficient access to this facility during construction. Mitigation strategies have included advanced construction of components serving the facility as well as special traffic signalization to serve the facility.

RISK SUMMARY

Within this section we have proposed sharing risk between our team and VDOT. We want to be clear that the English team is prepared to be fully responsible for clearly defined risks associated with this project. By clearly defining the risks in the RFP, VDOT can be assured that all shortlisted teams price the risk accordingly. This method also greatly reduces the probability of proposed change orders as the RFP has identified and assigned the risk. Based on our experience and DBIA Best Practices, fully assigning all risk to the design-builder is not typically a best solution, but it can be utilized when properly scoped.



Appendix A



in association with



Per VDOT's RFQ, the English Team has provided, in this Section, Attachment 3.3.1, Key Personnel Resumes, which are not included in the document's 20-page limit.

<i>Reference Section</i>	<i>Description</i>
3.3.1.1	Key Personnel Resume - Design-Build Project Manager
3.3.1.2	Key Personnel Resume – Quality Assurance Manager
3.3.1.3	Key Personnel Resume – Design Manager
3.3.1.4	Key Personnel Resume – Construction Manager
3.3.1.5	Key Personnel Resume – Lead Structural Engineer
3.3.1.6	Key Personnel Resume – Environmental Compliance Manager

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **R. BAXTER GORDON, PE**

b. Project Assignment: **DESIGN-BUILD PROJECT MANAGER**

c. Name of Firm with which you are now associated: **English Construction Company, Inc.**

d. YEARS EXPERIENCE: With this firm: **16 years** With other firms: **30 years**

Please list chronologically your employment history, position, and general experience or fields of practice for the last fifteen (15) years:

1996-Present - English Construction, Inc. : Project Manager/ Estimator Developing project controls including, cost estimates, schedule, resource requirements, acquisition/procurement plans, Manage and monitor all job site operations for compliance with contract requirements; Use document control software for project records and project documentation and monitor schedule; Work with the owner to maximize the design, scope, cost and schedule for the fast track project; Manage the quality control plan, site safety and health programs; and Complete contract closeout.

1990-1996 - Robertson Construction: Vice President – Responsible for overall field activities and construction of bridge projects. Estimating and administrative duties.

Throughout his 30 year career with the construction of roads and bridges, Baxter has demonstrated his accountability and professional commitment and he is an active member in the American Society of Civil Engineers (ASCE). He is poised to turn his experience to a maximum benefit to the I-64 Exit 91 Interchange project.

e. Education: Name & Location of Institution(s)/Degree(s)/Year Specialization
Vanderbilt University, Nashville, TN / BE / 1979 / Civil Engineering

f. Active Registration: Year First Registered/Discipline/VA Registration #:

1994 / Registered Professional Engineer / VA Registration #: 024675

1983 / Registered Professional Engineer / NC Registration #: 011919

American Society of Civil Engineers (ASCE) member

American Institute of Steel Construction (AISC) member

VDOT Advanced Work Zone Traffic Control Training

g. Document the extent and depth of experience and qualifications relevant to the Project.

1. *Note your specific responsibilities and authorities for each assignment, not those of the firm.*
2. *Note whether experience is with current firm or with other firm.*
3. *Provide beginning and end dates for each assignment.*

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

Mr. Gordon's has successfully managed many construction projects ranging in value up to \$88 million. These projects include many road and bridge projects along with industrial projects. The ranges of projects have included Design Build, Fast Track, and Design Bid Build project. He has both personally performed these tasks as well as supervised others to insure they were successful. His qualifications with respect to the management of overall project design, construction quality management and contract administration are outlined in the following projects:

Project: The Bridges at Lancer Park (DESIGN-BUILD PROJECT)

Name of Firm: English Construction Company

Start Date: October 2007

Finish Date: September 2010

Project Role: Design Build Project Manager

Applicability to I-64 Exit 91 Interchange: Design-build experience, experience with designers

Responsibilities: Design-Build Project Manager for the design and construction of two new bridge structures and associated approaches and ramps. The first structure, a 140 foot long through truss, completed the proposed West Third Street entrance into Lancer Park by spanning the Rails to Trails corridor. The second structure is a pedestrian bridge and crosses West Third Street and connects Grove Street to the proposed Lancer Park entrance from West Third Street. Mr. Gordon's responsibilities included coordination with the design team (led by the proposed Lead Structural Engineer Gary Johnson) and the construction team to ensure a successful delivery. Mr. Gordon handled the coordination with the Town of Farmville, VDOT, Department of Conservation and Recreation, Bureau of Capital Outlay Management (BCOM) and other agencies to ensure all stakeholders were satisfied with the project. Mr. Gordon was fully accountable for the project. Due to the overall project management, the project received accolades from the University Board of Visitors. The project was completed on time and on budget.

Project: Route 198 over the Intercoastal Waterway in Brunswick County NC

Name of Firm: English Construction Company

Start Date: October 2007

Finish Date: February 2011

Project Role: Project Manager

Applicability to I-64 Exit 91 Interchange: Detour experience, Bridge replacement, Experience with designers

Responsibilities: English Construction Company was awarded this \$30 million dollar contract by NCDOT to replace the existing

ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

swinging pontoon bridge with a new 2,563 foot bridge over the intercoastal waterway at Sunset Beach NC. This bridge included a 230 foot span over the waterway made of prestressed segments post-tensioned together. Also included in the project was 1500 feet of work bridge to protect the marsh and wetlands and an 804 foot temporary detour bridge. **Project Manager's responsibilities:** developing project controls to include cost estimates, schedule, resource requirements, and acquisition/procurement plans; managing and monitoring all job site operations for compliance with contract requirements; regularly reviewing project status, evaluation scope, cost, and schedule and initiate changes as required; disseminating project information and maintain communication through monthly project meetings; managing and monitoring quality, risk response strategies and corrective action plans; enforcing quality control and site safety, health, and substance abuse programs; ensuring project was completed in a timely manner; and completing contract closeout. Mr. Gordon worked with the original design team for construction phase services. The original design team was led by the proposed Lead Structural Engineer on the I-64 Exit 91 project.

Project: APM Terminal in Portsmouth, VA (DESIGN-BUILD PROJECT)

Name of Firm: English Construction Company

Start Date: July 2005

Finish Date: September 2007

Project Role: Project Manager

Applicability to I-64 Exit 91 Interchange: Design-build experience, Maintenance of Traffic

Responsibilities: As a project manager on this design build project, in September 2007 APM Terminals opened a new container terminal in Portsmouth, VA. This marine terminal is able to handle state of the art container ships. The yard package included site work and infrastructure that totaled \$110 million. Construction of this massive project included: site grading, drainage, water and sewer, base stone, asphalt and concrete paving, and crane rails for 30 semi-automated, rail-mounted gantry yard cranes. In addition, there was paving, concrete and steel structures. In addition, English completed the site work for the Access Road, APM Terminal Boulevard. At a cost of \$7,182,051 the road site work construction included a new interchange on I-64 and consisted of earthwork, storm drainage, utility relocation and roadway aggregate for on ramps, off ramps, bridges and surrounding roadway relocations for Virginia Department of Transportation (VDOT). This yard construction was completed within 24 months and is the largest privately-owned container terminal in the USA. **Project Manager's responsibilities:** developing project controls to include cost estimates, schedule, resource requirements, and acquisition/procurement plans; managing and monitoring all job site operations for compliance with contract requirements; regularly reviewing project status, evaluation scope, cost, and schedule and initiate changes as required; disseminating project information and maintain communication through monthly project meetings; managing and monitoring quality, risk response strategies and corrective action plans; enforcing quality control and site safety, health, and substance abuse programs; ensuring project was completed in a timely manner; and completing contract closeout.

Project: Route 645 in Nottoway County, VA

Name of Firm: English Construction Company

Start Date: 2004

Finish Date: 2005

Project Role: Project Manager

Applicability to I-64 Exit 91 Interchange: Detour experience, Bridge replacement, Maintenance of Traffic

Responsibilities: Served as project manager for this \$1.4 million, three span truss bridge over the Nottoway River and approaches. The project included the demolishing of the existing truss bridge and replacing with a new three span truss bridge over the Nottoway River. Work included dismantling and erecting the new bridge from crane floating on barges. **Project Manager's responsibilities:** developing project controls to include cost estimates, schedule, resource requirements, and acquisition/procurement plans; managing and monitoring all job site operations for compliance with contract requirements; regularly reviewing project status, evaluation scope, cost, and schedule and initiate changes as required; disseminating project information and maintain communication through monthly project meetings; managing and monitoring quality, risk response strategies and corrective action plans; enforcing quality control and site safety, health, and substance abuse programs; ensuring project was completed in a timely manner; and completing contract closeout.

Project: Cowan Boulevard over I95 in Fredericksburg, VA

Name of Firm: English Construction Company

Start Date: 2004

Finish Date: 2005

Project Role: Project Manager

Applicability to I-64 Exit 91 Interchange: Detour experience, Bridge replacement, Maintenance of Traffic

Responsibilities: This \$10.7M project with VDOT consisted of rebuilding a section of Cowan Boulevard and extending it from Route 1 to Central Park in Fredericksburg. The project had 194,000 CY of excavation, a major bridge across I-95, a large spans with a pedestrian trail and bridge, and two signalized intersections. It also included replacing a 12" waterline that paralleled the roadway. English also worked with the elementary school to provide proper and safe access for the students. **Project Manager's responsibilities:** developing project controls to include cost estimates, schedule, resource requirements, and acquisition/procurement plans; managing and monitoring all job site operations for compliance with contract requirements; regularly reviewing project status, evaluation scope, cost, and schedule and initiate changes as required; disseminating project information and maintain communication through monthly project meetings; managing and monitoring quality, risk response strategies and corrective action plans; enforcing quality control and site safety, health, and substance abuse programs; ensuring project was completed in a timely manner; and completing contract closeout.

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **RICHARD L. CLARK, PE / QUALITY ASSURANCE SPECIALIST**

b. Project Assignment: **QUALITY ASSURANCE MANAGER**

c. Name of Firm with which you are now associated: **RK&K, LLP**

d. YEARS EXPERIENCE: With this firm: **2 years** With other firms: **33 years**

Please list chronologically your employment history, position, and general experience or fields of practice for the last fifteen (15) years:

RK&K, LLP, January 2010 - Present: Quality Assurance manager on transportation projects.

Value Place, LLC, 2005-2009: Vice-President Construction Management. Coordinated, directed and managed the successful completion of numerous corporate owned hotel construction projects. Oversaw total construction through turn-key opening. Managed budget for designated projects; negotiated changed orders and contract time extensions. Assisted operations team with major maintenance complications. Construction Inspection work included verifying execution of drawings, specs and standards and addressing all environmental concerns. Provided consultation services and served as the Engineer of Record.

Koch Performance Roads Inc., 2003-2005: QA Project Manager. Responsible for administration of Highway 63 project (\$39 M), which is a multi-lane highway in Adair/Macon counties, Missouri. Coordinated, directed and managed inspection personnel. Reviewed final design, construction layout, earthwork, drainage, lime stabilization, base stone and asphalt pavement. Approved and monitored project CPM schedule, contracts, correspondence, and change orders. Directed sub-contractors. Project was completed ahead of schedule and under budget.

SE Johnson Companies, Inc., 2000-2003: Area Manager. Responsible for administration of personnel, equipment and subcontractors utilized on company projects. Responsible for safety, project schedule, cost budgets and profitability of all projects. Reviewed bids, purchase orders, and change orders. Designed trench excavation, shoring, and forming systems.

Atlas Excavating Inc, 1996-2000: Administrator of Highway and Bridge Divisions and was responsible for project safety, budgets and profit margins. Work included underground projects involving plant tie-ins and major plumbing; design and build any field buildings required in completing plant alteration, pump stations and wet wells. Other responsibilities included plan review, monitoring construction office, bid review, field research, project cost and profit margins.

Battle Ridge Companies, Inc, 1995-1996: Project Manager. Administered a \$19.3M heavy highway project for West Virginia Department of Transportation. Responsibilities included project safety, scheduling, equipment utilization, materials and subcontractor requirements, design for large concrete retaining walls with H-pile foundations, project cost accounting, negotiations of all change orders, and public relations.

Richard is fully committed to the QA/QC process as evidenced by his prior roles in the capacity of QAM. Specifically on the US63 project shown below, the client stated "*the US63 project was the highest quality project*" that he had ever been involved with. This high quality is directly related to the work of Richard.

e. Education: Degree(s)/Year/Specialization:
BS/1972/Civil Engineering/University of Kentucky

f. ACTIVE REGISTRATION: Year First Registered/Discipline/VA Registration #:
2005 / Civil Engineering / Virginia #0402 040981

g. Document the extent and depth of experience and qualifications relevant to the Project.

1. Note your specific responsibilities and authorities for each assignment, not those of the firm.
2. Note whether experience is with current firm or with other firm.
3. Provide beginning and end dates for each assignment.

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

Project: VDOT I-81 Truck Climbing Lane (DESIGN-BUILD PROJECT WITH ENGLISH CONSTRUCTION)

Name of Firm: RK&K, LLP

Start Date: 1/10

Finish Date: On-going

Project Role: Quality Assurance Manager

Applicability to I-64 Exit 91 Interchange: VDOT Quality Assurance Manager (QAM) experience

Responsibilities: Quality Assurance Manager on this \$74M safety improvement project. The 7.2 mile-long project added a truck-climbing lane in this location, replaced the I-81 bridges at Route 716, Route 712 and Route 710, extended all underground drainage, seven culvert extensions, placement of 7 miles of traffic barrier wall, placement of 16 Storm Water Management Basins, asphalt

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

pavement on new sections plus overlay existing I-81 throughout the project, plus replace guardrails, guardrail transitions and end treatments to meet current Federal Highway standards. Responsibilities included approval of all contractor pay requests, materials book, daily diary for QA and QC records, inspection and monitoring of concrete tests, soil and aggregate, backfill, embankment density, rebar inspection, maintenance of traffic measures and erosion and sediment control. As the Quality Assurance Manager, responsible for coordination between the contractor and VDOT agencies along with various public agencies and individuals.

Project: US 63 – Adair / Macon Counties, Northwest Missouri

Name of Firm: Koch Performance Roads, Inc.

Start Date: 02/2004

Finish Date: 10/2005

Project Role: Quality Assurance Manager

Applicability to I-64 Exit 91 Interchange: Quality Assurance Manager (QAM) experience

Responsibilities: Responsible for administration of Highway 63 project (\$39 M), which is a multi-lane highway in Adair/Macon counties, Missouri. Coordinated, directed and managed inspection personnel. Reviewed final design, construction layout, earthwork, drainage, lime stabilization, base stone and asphalt pavement. Approved and monitored project CPM schedule, contracts, correspondence, and change orders. Directed sub-contractors. Project was completed ahead of schedule and under budget.

Project: Dayton International Airport, Dayton, Ohio

Name of Firm: S E Johnson Companies, Inc.

Start Date: 07/05/2003

Finish Date: 07/19/2003

Project Role: Area Manager / Site Quality Control

Applicability to I-64 Exit 91 Interchange: Quality Control experience

Responsibilities: Dayton International Airport, a \$28M project. The project entailed closing main runway, milling 1 ½-inch pavement and replacing it with HMA mix. Repaired underground drainage, lighting and miscellaneous structures. Project duration was two weeks working around the clock on a 24/7 schedule. Responsible for asphalt quality at three (3) producing plants for the project. Responsible for final pavement smoothness and equipment placement. This project won an asphalt award for smoothness.

Project: Lafayette Railroad Relocation, Lafayette, Indiana

Name of Firm: Atlas Excavating, Inc.

Start Date: 03/1997

Finish Date: 11/1998

Project Role: Operations Manager

Applicability to I-64 Exit 91 Interchange: Operations experience

Responsibilities: The project consisted of mainline rail relocation away from downtown Lafayette. Responsible for allocation of personnel and equipment. Responsible for quality for construction of underground utilities and drainage, retaining wall with a dog-dag reinforcement, embankment, placement of ballast and final completion. Responsible for coordination between City, INDOT and C&O concerning plans and specifications, environmental concerns, safety and project schedule. The project was completed on time with major change orders due to ground conditions.

Project: US 60 Lane Addition, Chelan, West Virginia

Name of Firm: Battle Ridge Companies, Inc.

Start Date: 05/1995

Finish Date: 12/1996

Project Role: Project Manager

Applicability to I-64 Exit 91 Interchange: Project Management experience

Responsibilities: This \$19.3M project consisted of side hill cuts, major retaining walls on pilings and over 1.5M yards of excavation with highway embankment for the new section. Lead the Quality Assurance partnership with the WVDOT for this project. Responsible to develop major valley waste areas with the approval of WVDOT including plans, environmental monitoring, construction and final completion. The project included tie-in to a new construction of a bridge over the adjoining river. Major deep mine works were encountered and required redesign of all cut sections. Blasting was required next to the edge of pavement which required mats and major safety procedures. The project was completed on time and within budget.

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **OWEN PEERY, PE / ASSOCIATE**

b. Project Assignment: **DESIGN MANAGER**

c. Name of Firm with which you are now associated: **RK&K, LLP**

d. YEARS EXPERIENCE: With this firm: **24 years** With other firms: **4 years**

Please list chronologically your employment history, position, and general experience or fields of practice for the last fifteen (15) years:

RK&K, November 1987 to present: Mr. Peery leads RK&K's transportation efforts throughout Virginia and has been the project manager and lead project engineer for a large number of transportation and civil engineering projects. His responsibilities include management of in-house engineering and administrative staff, client and owner/agency coordination, the direction of design by in-house staff and subconsultant personnel, public interaction including public hearings and workshops, and the management of budgets and schedules. Mr. Peery's specific design experience includes the layout and design of urban and rural freeways, roadways, streets, interchanges, at-grade intersections, civil-site plan coordination and design, drainage and stormwater design, erosion and sediment control quantities, estimates and specifications. His specialized experience is in the design of urban and freeway facilities and the extensive inter-agency, stakeholder, utility and owner coordination required with urban improvements. He has managed approximately 100 VDOT projects or assignments over the past 15 years.

e. Education: Degree(s)/Year/Specialization:
BS / 1983 / Civil Engineering / Virginia Military Institute

f. ACTIVE REGISTRATION: Year First Registered/Discipline/VA Registration #:

1994 / Civil Engineering / Maryland #20474

2009 / Civil Engineering / Virginia #0402 046882

Former member of the Engineering Consultant Leadership Committee (ECLC) of the VTCA

g. Document the extent and depth of experience and qualifications relevant to the Project.

1. *Note your specific responsibilities and authorities for each assignment, not those of the firm.*
2. *Note whether experience is with current firm or with other firm.*
3. *Provide beginning and end dates for each assignment.*

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

Project: VDOT Limited Services Design Contract – Region 2, Bristol, Hampton Roads, Lynchburg, Richmond and Salem Districts

Name of Firm: RK&K

Start Date: 2005

Finish Date: 2009

Project Role: Design Project Manager

Applicability to I-64 Exit 91 Interchange: VDOT Experience, Managing large teams, Schedule & budget control

Responsibilities: Responsible for overseeing all design including roadway plans, permit drawings, traffic data/analysis, traffic control devices, structures, public involvement, QA/QC and constructability. Also responsible for budget control and administration.

Assigned tasks under this limited services contract include:

- Givens Lane Widening 30% Plans
Town of Blacksburg, VA
- West Main Street Widening
Roanoke County, VA
- Route 11/Route 220 Intersection Study
Botetourt County, VA
- Park Road Reconstruction
City of Radford, VA
- I-264 /MLK Interchange Justification Report
Portsmouth, VA
- North Main Street Improvements
Town of Blacksburg, VA
- I-495 HOT Lanes 30% Plan Review
Fairfax, VA
- Tyler Avenue to East Main Street Connector
City of Radford

Project: VDOT I-81 Corridor Improvements, Rockingham County, Virginia

Name of Firm: RK&K

Start Date: 2003

Finish Date: 2005

Project Role: Deputy Project Manager

Applicability to I-64 Exit 91 Interchange: VDOT Experience, Managing large teams, Schedule & budget control

Responsibilities: Deputy Project Manager and lead engineer for the \$100 million reconstruction of an urban interchange and the widening and reconstruction of 4.6 miles of interstate. Project included preliminary and final engineering, rehabilitation or reconstruction of 10 bridges, detailed construction phasing and maintenance of traffic during construction. As part of the preliminary design process, a number of interchange alternatives were evaluated for level of services, right-of-way, environmental, and construction impacts. Three alternatives were selected to be shown to the public with a preferred alternative resulting from public input.

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

Project: **VDOT On-Call Right-of-Way and Construction Plans Contract, Statewide, VA**

Name of Firm: **RK&K**

Start Date: **2007**

Finish Date: **2010**

Project Role: **Design Project Manager**

Applicability to I-64 Exit 91 Interchange: **VDOT Experience, Managing large teams, Schedule & budget control**

Responsibilities: Responsible for overall project (contract) management, lead design and coordination overseeing all design and subconsultant activities to include designs on interstate, primary, urban, and secondary roadways for preliminary and final engineering. Work includes roadway design, updating plans, hydraulics and drainage design, stormwater management, erosion control, river mechanics and scour, traffic data and analysis, roundabout design, signal design, TMP and MOT plans, quantities, estimates and public involvement. Assignments include the following projects:

- Route 17 Widening TMP
- Route 460 Public Outreach, Lynchburg
- 10th Street South, Roanoke
- 10th Street North, Roanoke
- Route 155, New Kent County
- Givens Lane Final Design, Town of Blacksburg
- Riverland Road, Roanoke

Project: **Route 250 Bypass Interchange at McIntire Road, Charlottesville, VA**

Name of Firm: **RK&K**

Start Date: **2005**

Finish Date: **2012**

Project Role: **Design Project Manager**

Applicability to I-64 Exit 91 Interchange: **VDOT Experience, Managing large teams, Schedule & budget control**

Responsibilities: Project manager responsible for planning, environmental documentation, preliminary engineering, final engineering, public outreach and coordination between Federal, State and Local agencies to complete this \$30 Million project as part of VDOT's Urban Construction Initiative and the largest First Cities project in Virginia. Work has included roadway design; interchange layout and design; bridge design; environmental studies; traffic data collection and analysis; drainage design, storm water management and hydraulics, and landscape and hardscape design. The initial phase of the project was the preparation of NEPA documentation to secure the appropriate level of environmental documentation for the proposed improvements. This includes performing extensive interchange alternatives analysis to avoid and minimize impacts to 4(f) and Section 106 properties. Mr. Peery, in conjunction with the City's project manager, led a City Council selected Steering Committee through this process which included the analysis of 14 interchange alternatives. Public outreach has been so critical to this process that, under Mr. Peery's direction, RK&K is maintaining a project web site that contains all project information, is linked to the City and VDOT web sites, and is updated nearly real-time to provide information to the community.

Project: **Innovative Project Delivery Limited Services – Statewide Design-Build/P3 Support Services**

Name of Firm: **RK&K**

Start Date: **2009**

Finish Date: **2012**

Project Role: **Design Project Manager**

Applicability to I-64 Exit 91 Interchange: **Understanding VDOT Design-Build Manual, and Technical Requirements; Familiarity with VDOT Technical Advisors and Reviewers; Understanding of VDOT Design-Build Project Development**

RK&K is providing professional engineering services on interstate, primary, urban and secondary road projects for projects to be procured and administered with design-build or P3 deliver methods. These services include, but are not limited to, providing complete location survey, supplemental survey, updating existing plans, developing right of way and construction plans, roadway design, hydraulic and drainage design, stormwater management design, traffic engineering and analysis, utility design, structure and bridge design, geotechnical and geophysical services, preparations of environmental documents (NEPA), permit drawings, public involvement, constructability reviews, cost estimating, schedules (resource loaded), special provisions, project audits, claims support services, development/preparation of RFQs and RFPs, and engineering support in the evaluation of SOQs and EOIS.

Under this contract and under the leadership of Owen, RK&K has performed project management services for the Mid-Town Tunnel/Downtown Tunnel/MLK Expressway project including assisting in the development of Technical Requirements and providing technical reviews of proposer work products. In addition, RK&K has provided support services for the following design-build projects:

- Middle Ground Boulevard, Newport News – Plan, RFP and Technical Requirements development
- Route 60 Bridge Replacement, Clifton Forge – Surveys, Technical Requirements, Vibration monitoring oversight
- Waxpool Road - Plan development, Technical Requirements
- NOVA Bridge Replacements – Hydraulic Studies, Plan Development, Technical Requirements

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **J. STEVEN JONES / BRIDGE SUPERINTENDENT**

b. Project Assignment: **CONSTRUCTION MANAGER**

c. Name of Firm with which you are now associated: **English Construction Company, Inc.**

d. YEARS EXPERIENCE: With this firm: **5 years** With other firms: **32 years**
Please list chronologically your employment history, position, and general experience or fields of practice for the last fifteen (15) years:

March 2006 to present: English Construction Co., Inc. – Bridge Superintendent

June 1988 to March 2006: Tredright, Inc. – Bridge & Highway Construction
(1995-2006 – President & CEO)
(1988-1995 – Bridge Superintendent, Vice-President)

Steve Jones has focused his career on transportation projects and, more specifically, bridge replacement projects. As the former owner of a bridge and highway construction firm, he knows accountability first hand.

e. Education: Name & Location of Institution(s)/Degree(s)/Year Specialization
Bluestone Sr. High School / 1974 / High School Diploma

f. ACTIVE REGISTRATION: Year First Registered/Discipline/VA Registration #:
ACI Concrete Field Testing Technician, Grade I, (ID# 01151336) Exp. 10/23/2013
VDOT Concrete HCC – Exp 12/31/13
VDOT Erosion & Sediment Control Certification Program, (ID# 4943C), Exp. 4/17/2014
DCR Responsible Land Disturber (RLD) Certification, *will hold this certification prior to commencement of construction*
ASHI Basic First Aid Certificate – Exp. 6/11/12
ASHI CPR Certification – Exp. 6/11/12

g. Document the extent and depth of experience and qualifications relevant to the Project.

4. *Note your specific responsibilities and authorities for each assignment, not those of the firm.*
5. *Note whether experience is with current firm or with other firm.*
6. *Provide beginning and end dates for each assignment.*

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

Mr. Jones has spent his entire career building bridges and roadways. He is fully committed to transportation projects and he brings a tremendous amount of experience to the team. His experience with Quality Control (QC) activities includes quality control organization; methods of performing, documenting, and enforcing quality control operations of both the primary Contractor and their subcontractors (including inspection and testing); inspections to be performed; and protocol describing corrective actions. As a former owner of a construction business (Tredright, Inc), he knows all of the components that go into a successful project.

Project: Route 64 / 295 Interchange, Henrico County, VA

Name of Firm: English Construction Company

Start Date: April 2006

Finish Date: May 2009

Project Role: Bridge Superintendent

Applicability to I-64 Exit 91 Interchange: VDOT Experience, Bridge rehabilitation & replacement, Experience with designers

Responsibilities: Mr. Jones was responsible for making sure that the structure portion of the \$50 million project was built on-time and on budget. The project included a 1,765 foot long flyover bridge taking eastbound, I-64 traffic to I-295 eastbound, a bridge on Pouncy Tract Road over I-64 that had to be constructed in 2 phases and a bridge on I-295 over I-64 that was rehabilitated, as well as demolition of 2 bridges over I-64. Mr. Jones was accountable and responsible for maintenance of traffic issues on this interstate interchange improvement project. He worked closely with the proposed Lead Structural Engineer on this project. Mr. Jones and the Lead Structural Engineer developed demolition plans, erection plans, temporary shoring, and foundation structures.

Project: North Gayton Road Extension

(DESIGN-BUILD PROJECT)

Name of Firm: English Construction Company

Start Date: June 2008

Finish Date: current

Project Role: Bridge Construction Manager

Applicability to I-64 Exit 91 Interchange: Design-Build experience, Bridge construction, Experience with designers

Responsibilities: Mr. Jones serves as the bridge superintendent/construction manager on this \$35 million design-build project that includes a bridge over I-64 near Richmond. Mr. Jones is expanding his design-build experience by dealing directly with the original

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

designers and the client (Henrico County) on matters relating to field changes and constructability issues. His ability to communicate well with co-workers as well as designers and owners/clients has been of great value on this project. Working with the proposed Lead Structural Engineer, Mr. Jones developed temporary shoring, erection plans, and foundation modifications for this project.

Project: Superstructure Replacement – Route 220 Business over Route 220 Bypass

Name of Firm: English Construction Company

Start Date: April 2009

Finish Date: August 2009

Project Role: Project Superintendent

Applicability to I-64 Exit 91 Interchange: VDOT Experience, Fast-track project experience, Bridge reconstruction

Responsibilities: Mr. Jones served as the Project Superintendent on this \$1.5 million fast-track project that included total superstructure replacement and substructure rehabilitation of a bridge over Route 200 near Rocky Mount, VA. The job was completed on time and on budget mainly due to his ability to communicate properly with people and get them to respond to the need to do a lot of work in a short period of time.

Project: Route 24 By-pass Bridge, Onslow County, NC

Name of Firm: Tredright, Inc.

Start Date: May 2002

Finish Date: August 2005

Project Role: Project Manager / Bridge Superintendent / Estimator

Applicability to I-64 Exit 91 Interchange: Bridge reconstruction, Bridge construction management

Responsibilities: As a subcontractor on this \$4 million bridge project, Mr. Jones served as Project Manager, Bridge Superintendent, and Estimator. As President and Owner of Tredright, responsible for all aspects of project including estimating; mobilization of equipment; hiring & supervision; materials procurement; scheduling; interaction with supervisors, employees, DOT officials, prime contractor and other subcontractors, vendors, etc.; safety & quality control; and documentation & daily reports.

Project: Route 647 Bridge, Halifax County, VA

Name of Firm: Tredright, Inc.

Start Date: May 2004

Finish Date: February 2005

Project Role: Project Manager / Bridge Superintendent / Estimator

Applicability to I-64 Exit 91 Interchange: VDOT Experience, Fast-track project experience, Bridge replacement

Responsibilities: Mr. Jones served as Prime Contractor for a \$650,000 bridge project. As President and Owner of Tredright, responsible for all aspects of project including estimating; mobilization of equipment; hiring & supervision; materials procurement; scheduling; interaction with supervisors, employees, DOT officials, subcontractors, vendors, etc.; safety & quality control; and documentation & daily reports.

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **GARY JOHNSON, PE / REGIONAL MANAGER - STRUCTURES**

b. Project Assignment: **Lead Structural Engineer**

c. Name of Firm with which you are now associated: **RK&K, LLP**

d. YEARS EXPERIENCE: With this firm: **1.5 years** With other firms: **17 years**
Please list chronologically your employment history, position, and general experience or fields of practice for the last fifteen (15) years:

RK&K – Regional Manager for Structures (September 2010 to present)
Responsible for bridge design and design-build projects in Virginia.

T.Y. Lin International – Lead Structural Engineer and Mid-Atlantic Unit Manager (May 2005 to September 2010)
Project manager and lead structural engineer for dozens of bridge projects. Oversee staff of 20 structural engineers. Served as Engineer of Record on bridge replacement projects.

Ammann & Whitney - Lead Structural Engineer and Mid-Atlantic Unit Manager (June 1993 to May 2005)
Project manager and lead structural engineer for projects throughout Massachusetts and Virginia. Served as Engineer of Record on bridge replacement and rehabilitation projects. Focused on rehabilitation of bridges damaged from overheight loads.

e. Education: Degree(s)/Year/Specialization:
MBA / 2003 / Business Management / Virginia Commonwealth University
BSCE / 1993 / Civil Engineering / University of New Hampshire

f. ACTIVE REGISTRATION: Year First Registered/Discipline/VA Registration #:
1999 / Civil Engineering / Virginia #0402033863
NBIS-Certified Bridge Inspection Team Leader
Design Build Institute of America (DBIA) Certified Professional
VTCA Engineering Consultant Leadership Committee (ECLC) current member
ACEC/MW Transportation Committee – former member
ACEC/Virginia Transportation Committee – current member



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

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

Mr. Johnson has significant experience with projects similar to the I-64 Exit 91 Interchange project. He has built a strong relationship with English Construction and has extensive design-build experience with bridge replacement projects. His professional commitment is shown by his involvement with the VTCA Engineering Consultant Leadership Committee (ECLC) and his advanced degrees and certifications.

Not only does Mr. Johnson have experience with dismantling and removing portions of existing structures, installing foundation structures, handling and erecting bridge girders, and making superstructure and substructure repairs, he has accomplished this work with English Construction and the individuals proposed on this project, specifically Steve Jones and Baxter Gordon.

Mr. Johnson is also currently leading the effort to design a box culvert extension for a project in Charlottesville, VA.

Project: The Bridges At Lancer Park (DESIGN-BUILD PROJECT WITH ENGLISH CONSTRUCTION)

Name of Firm: T.Y. Lin International

Start Date: October 2007

Finish Date: September 2010

Project Role: Lead Structural Engineer and Project Manager

Applicability to I-64 Exit 91 Interchange: Design-Build experience, VDOT Bridge design standards, experience with contractor

Responsibilities: Lead Structural Engineer and Project Manager for the design of two new bridge structures and associated approaches and ramps. The first structure, a 140 foot long through truss, completed the proposed West Third Street entrance into Lancer Park by spanning the Rails to Trails corridor. The second structure is a pedestrian bridge and crosses West Third Street and connects Grove Street to the proposed Lancer Park entrance from West Third Street. In addition to leading all of the design

ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

effort, Mr. Johnson's responsibilities included coordination with the Virginia Bureau of capital Outlay Management (BCOM), Department of Conservation and Recreation (DCR), VDOT and the Town of Farmville. This project also included a presentation before the Art and Architecture Review Board (AARB). This project was very well received by the client.

Project: US 158 Over Yadkin River (DESIGN-BUILD PROJECT WITH ENGLISH CONSTRUCTION)

Name of Firm: T.Y. Lin International

Start Date: June 2007

Finish Date: September 2010

Project Role: Lead Structural Engineer and Project Manager

Applicability to I-64 Exit 91 Interchange: Design-Build experience, Bridge design, experience with contractor

Responsibilities: Project Manager and structural engineer for a nine-span structure with a total length of 1150 feet. The superstructure span arrangement consists of three 3-span units made continuous for live load utilizing 72" Modified Bulb Tee girders. The substructure consists of three column bents founded on single drilled shaft foundations. Mr. Johnson led a multi-member, multi-disciplined project team from proposal development through construction. Complicating the project was extensive right-of-way negotiations, complex maintenance of traffic, complex hydraulic analysis, and an aggressive schedule. Mr. Johnson worked with Baxter Gordon on this project.

Project: Route 64 / 295 Interchange, Henrico County, VA (PROJECT WITH ENGLISH CONSTRUCTION)

Name of Firm: T.Y. Lin International

Start Date: April 2006

Finish Date: May 2009

Project Role: Structural Engineer

Applicability to I-64 Exit 91 Interchange: Bridge design, experience with contractor, maintenance of Traffic issues

Responsibilities: Structural Engineer for Construction Engineering aspects of this interchange replacement project. Designed temporary shoring, sheeting, demolition plans, and erection plans. This work included the partial demolition of bridges over an interstate. Worked closely with English (specifically Steve Jones) and VDOT personnel to retrofit a splice plate on a steel integral bent. Built consensus amongst all stakeholders as to the prudent course of action with respect to the retrofit.

Project: New York Avenue – Washington, D.C. (DESIGN-BUILD PROJECT)

Name of Firm: T.Y. Lin International

Start Date: April 2010

Finish Date: September 2010

Project Role: Lead Structural Engineer and Project Manager

Applicability to I-64 Exit 91 Interchange: Design-Build experience, Bridge design, Maintenance of Traffic issues

Responsibilities: Project Manager and lead structural engineer for this bridge replacement project in downtown Washington DC. Maintenance of Traffic during construction was the main driving force of the project. MOT drove the most applicable structural alternatives. Mr. Johnson worked closely with the client and contractor to arrive at the most feasible bridge replacement options.

Project: Anacostia Riverwalk Trail – Washington, D.C. (DESIGN-BUILD PROJECT)

Name of Firm: T.Y. Lin International

Start Date: September 2009

Finish Date: September 2010

Project Role: Lead Structural Engineer and Project Manager

Applicability to I-64 Exit 91 Interchange: Design-Build experience, Bridge design

Responsibilities: Mr. Johnson provided management and structural design, conceptual plans, and final plans for the Anacostia Riverwalk Trail following the east and west banks of the Anacostia River, mostly through Anacostia National Park property. The trail alignment is adjacent to some of the most environmentally sensitive portions of the National Park. The trail also includes two bridges over CSXT railroads that were complicated by tight right-of-way and tight horizontal curves. Along with overall project management and structural design, Mr. Johnson led the effort for value engineering changes during construction that significantly reduced the overall cost of the project. These savings were shared with the owner.

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **THOMAS M. HEIL, PE / ASSOCIATE**

b. Project Assignment: **Environmental Compliance Manager**

c. Name of Firm with which you are now associated: **RK&K, LLP**

d. YEARS EXPERIENCE: With this firm: **25 years** With other firms: **7 years**
Please list chronologically your employment history, position, and general experience or fields of practice for the last fifteen (15) years:

RK&K – Associate – Environmental Programs (October 1993 to present)
Responsible for transportation improvement and environmental permitting and design projects throughout Virginia.

e. Education: Degree(s)/Year/Specialization:
MS / 1995 / Civil Engineering – Water Resources Concentration / University of Maryland College Park
BSCE / 1986 / Civil Engineering / University of Maine – Orono
Ph.D. / 1996 / Coursework

f. ACTIVE REGISTRATION: Year First Registered/Discipline/VA Registration #:
2007 / Civil Engineering / Virginia #0402 044111; Also registered in MD and MI
American Society of Civil Engineers
American Council of Engineering Companies

g. Document the extent and depth of experience and qualifications relevant to the Project.

1. *Note your specific responsibilities and authorities for each assignment, not those of the firm.*
2. *Note whether experience is with current firm or with other firm.*
3. *Provide beginning and end dates for each assignment.*

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

Mr. Heil has over 24 years of project engineering and construction oversight experience and over 8 years of extensive project management experience leading and supporting the preparation of various NEPA documents (CE, EA, SEIS, Re-evaluations), wetlands and water quality permit efforts (Section 404/401 Individual and State wetland disturbance and alterations, tidal wetland licenses, NPDES, and others), and environmental compliance for both large and small projects. Tom has been involved in numerous VDOT, Municipal, and Local transportation improvement projects providing water resource engineering and environmental services. His recent his diverse experience includes:

Project: I-81 Design Build Truck Climbing Lanes Project, Rockbridge County, VA

Name of Firm: RK&K

Start Date: February 2009

Finish Date: November 2012 (Projected)

Project Role: Environmental Compliance Manager

Applicability to I-64 Exit 91 Interchange: Environmental permitting and NEPA compliance Design-Build experience and direct experience with contractor.

Responsibilities: Environmental Compliance Manager (as a subconsultant to English / AECOM) for the construction of approximately 7 miles of truck climbing lanes along NB I-81. Responsible for all project related permitting efforts including VDOT/Agency coordination through the IACM, Section 404/401 Joint Permit Application, coordination and approval which will include both wetland and stream mitigation coordination, environmental construction compliance and oversight, and VSMP acquisition including Erosion and Sediment Control approval. Mr. Heil was able to acquire all project related permits within 8 months from NTP with mitigation including coordination with a steam restoration banks to acquire credits and use of the VART Fund for wetland mitigation credits. Construction on this \$75M project began in January 2010 with scheduled for completion during the fall of 2012. Mr. Heil provided environmental compliance and consultation during construction to ensure contractor compliance with all environmental document and permit requirements. This included review of construction phasing plans to ensure that environmental resources were protected throughout construction.

Project: Fort Belvoir Design Build Bridge Replacement and Scour Countermeasure Design, Fairfax, VA

Name of Firm: RK&K

Start Date: August 2009

Finish Date: July 2012 (Projected)

Project Role: Environmental Project Manager

Applicability to I-64 Exit 91 Interchange: Environmental permitting and NEPA compliance Design-Build experience.

Responsibilities: Environmental project manager (prime designer to AB Construction) for the Farrar Road Bridge Replacement (\$2.5M) and the Poe Road Scour Countermeasure (\$0.5M) Projects. Activities included detailed environmental surveys for wetland, waters of the US and rare plant and animal species, tree surveys, geomorphologic and riparian corridor assessments, and permit compliance through construction. Design activities include hydrologic/hydraulic analysis linked to preliminary roadway and bridge design, scour computation, river training/stabilization, scour countermeasures, permitting, tree impact assessments and

**ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM**

planting plans and design plan coordination /approvals from the Department of the Army (DA). Final design plans were approved by the DA in May 2010, construction began in June 2010 to respect time of year restriction, and will be completed in early 2012.

Project: I-64 Hampton Road Bridge Tunnel (HRBT) Environmental Impact Study (EIS), Hampton and Norfolk, VA
Name of Firm: RK&K
Start Date: May 2011 **Finish Date:** May 2014 (Projected)
Project Role: Consultant Study Manager
Applicability to I-64 Exit 91 Interchange: NEPA experience and expertise specifically related to Section 4(f) / Section 106 procedures and processes.
Responsibilities: Consultant study manager responsible for the study, evaluation, and preparation of the draft and final EIS for approximately 11.7 miles of I-64 improvements from the I-664 interchange to the I-564 Interchange, including the Hampton Roads Bridge Tunnel (\$2.4B). This three year study involves the analysis to identify transportation needs in the corridor, an assessment of the effectiveness of proposed solutions and environmental impact analysis. Mr. Heil is provide technical leadership and guidance in areas of Section 4(f) documentation, natural resource including wetlands, water quality, and threatened and endangered species studies, air and noise impact analysis, traffic analysis and transportation planning, preliminary engineering / alternatives development and analysis, and cost estimating for major projects. He is leading the public involvement effort including agency coordination and public outreach.

Project: Woodrow Wilson Bridge Replacement GEC Services, VA, DC & MD
Name of Firm: RK&K
Start Date: October 1998 **Finish Date:** March 2004
Project Role: Environmental Manager / Environmental Compliance
Applicability to I-64 Exit 91 Interchange: Water quality permit application / acquisition / permit condition compliance, NEPA coordination and compliance including Section 4(f) / Section 106 minimization and mitigation, environmental compliance database d and environmental compliance during construction.
Responsibilities: environmental manager responsible for all natural resource aspects of reconstruction of the main bridge and four (4) interchanges. Specific NEPA responsibilities include leading the GEC Team in supporting the FHWA in preparation of a Draft and Final SEIS and Revised ROD, Environmental Summaries, and supported the States of Maryland and Virginia in preparing CE's and Re-evaluations. He led efforts associated with water quality permitting, wetland mitigation, stream restoration, Section 106 processes, preliminary engineering services, and natural resource evaluations. Specific natural resource, permit and engineering responsibilities include surface H/H modeling of the Potomac River and Cameron Run, formulation of the wetland mitigation package and surface and subsurface hydrologic modeling for the mitigation designs, stream assessments and remediation, fish passage mitigation, endangered species assessments and other related items including NPDES permit documentation. Coordinated and lead negotiations with the state and federal regulatory agencies in MD, VA and D.C. regarding the scope/nature of projects required in the mitigation package.

Project: Reedy Creek Channel Improvement Monitoring, Richmond, VA
Name of Firm: RK&K
Start Date: January 2009 **Finish Date:** November 2009
Project Role: Environmental Project Manager / Agency Coordination
Applicability to I-64 Exit 91 Interchange: Water quality permit compliance / monitoring and regulatory agency coordination.
Responsibilities: Project Manager for mitigation compliance and permit monitoring of approximately 4,000 lf of stream restoration associated with a flood control enhancement and environmental restoration of Reedy Creek. Required oversight and management of field and office environmental science and engineering personnel to assist the City in documenting successes and compliance with the project permit monitoring requirements. In this role, he has reviewed documents, such as the 30-day post-construction monitoring report and coordinated field efforts to collect additional stream cross-section data. He was also be involved in the review of the six-month and annual monitoring reports, which will entail benthic collection, fish sampling, vegetative surveys, stream stability assessment, photographic documentation, and habitat assessment using the EPA RBP method. During the course of effort, he provided the City with design recommendations for remedial actions needed to stabilize the reach after severe storm events, thus complying with permit requirements.



Appendix B



in association with



Per VDOT's RFQ, the English Team has provided, in this Section, Attachment 3.4.1(a) the Lead Contractor's Work History Form and 3.4.1(b) the Lead Designer's Work History Form , which are not included in the document's 20-page limit.

<i>Reference Section</i>	<i>Description</i>
3.4.1(a)	Lead Contractor's Work History Form
3.4.1(b)	Lead Designer's Work History Form

Work by Lead Contractor – three (3) projects which best illustrates current qualifications relevant to this Project.

a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Cost (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible

I-64 / I-295 INTERCHANGE
Henrico, VA

English Bridge Construction Manager:
STEVE JONES



This project consisted of the reconstruction of the I64/295 interchange in Henrico County. The 2.52 mile project involved a 2-lane flyover ramp for traffic movement from Eastbound I-64 to Eastbound I-295. It also relocated and widened the ramp from Westbound I-295 to Westbound I-64; widened I-64 to the East and West of I-295; and widened a section of Pouncey Tract Road.

English's responsibilities included building two new bridges: The 1,765' long flyover bridge and the 338' long Pouncey Tract Road overpass of I-64. The existing I-295 bridge over I-64 was also rehabilitated as part of this project.

Other responsibilities included approximately 150,000 CY of regular excavation and 70,000 CY of borrow excavation, as well as grading, drainage, asphalt paving, sound walls, retaining walls and signals.

English was also responsible for the partial demolition of the I-295 bridge over I-64.

Maintenance of Traffic on I-64 and I-295 throughout the life of the project was a major consideration and factored in on nearly all construction operations.

The increase in the final contract value was caused by owner directed changes that were part of increases in scope.



Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219
Mr. Don Silies
P: 804.786.1630

Scope of work	
✓	Roadway
✓	Survey
✓	Structures
✓	Structure demolition
✓	Environmental
✓	Geotechnical
✓	Hydraulics
✓	Traffic Control Devices
✓	Transportation Management Plan
✓	Right-of-Way
✓	Utility Relocations and Coordination
✓	Public Involvement / Relations
✓	Quality Assurance
✓	Quality Control
	Intelligent Transportation Systems
✓	Construction Engineering and Inspection
✓	Project Management

2009 2009 \$ 49,000 \$50,000 \$50,000

Successful Delivery: This project was delivered successfully within the contract time. The overall project was staged in a way to minimize traffic disruptions and this goal was met.

Similar Scope and Complexity: This project is of similar scope and complexity as it involves interstate interchange upgrading and modification. In addition, Maintenance of Traffic was critical to the success of this project as it will be for the Exit 91 Interchange project. Both projects also include a major bridge replacement and bridge demolition. The Pouncey Tract Bridge is very similar structurally to the proposed I-64 at Exit 91 Interchange project.

Lessons learned: A problem arose on the project that had to do with the proper torquing of bolts in a particularly difficult structural steel box girder splice situation. If there had been better communication between English and VDOT field personnel, a situation that delayed the project would have been prevented. In the end, VDOT and English held meetings about the issue, with necessary consultants in attendance, and worked the situation out in a spirit of partnering. As a result, the project was completed on time based on the revised completion date. Good communication is always a key to the relationship between people and, ultimately, determines how we progress a project. English now stresses the importance of communication. English also recognizes that when there is a complex component to a project, expert buy-in at critical stages can eliminate problems later on in the project.

Integrated Organization with Cooperative Work History and Teaming Experience: This project started out with a formal partnering session and this mindset stayed with the project. The proposed Design Build Team Official Representative, Construction Manager, and Lead Structural Engineer for the I-64 Exit 91 Interchange project were all at that partnering meeting and worked together on this project. RK&K's Construction Inspection leader (Lee Yowell) was also at that meeting. Based on this positive experience of working as an integrated team, they have decided to work together again.

Good Performance: The good performance on this project is evidenced by the fact that English received a bonus on this project for the high quality of the rideability of the 1765 foot long bridge deck. VDOT's own testing showed where English exceeded expectations.

Work by Lead Contractor – three (3) projects which best illustrates current qualifications relevant to this Project.

a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Cost (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible

TOM'S CREEK ROAD / ROUTE 460 INTERCHANGE
Blacksburg, VA



English was awarded this contract by VDOT to complete a new interchange to connect Tom's Creek Road and the Route 460 Bypass in Blacksburg. The project plans were provided by VDOT.

English's responsibilities included building an interchange with three ramps, one loop and a bridge taking Tom's Creek Road over Route 460. It includes storm drainage, 15,000 metric tons of asphalt paving, 100,000 M³ of excavation, of which 44,000 M³ was borrow, and a 200-foot bridge. The project was unique since it was a VDOT project administrated by the Town of Blacksburg. Since there were overlaying roles by VDOT and the town, responsibilities were identified early in the partnering process that assisted in timely decision making and allowing us to complete the project ahead of schedule. Without this cooperative effort, the timely completion of the project would not have occurred. We will continue this practice of cooperative effort on the I-64 Exit 91 Interchange.

The Town of Blacksburg
141 Jackson Street
Blacksburg, VA 24060
Brandon Steele, PE
Project Manager
P: 540-558-0744

Scope of work	
✓	Roadway
✓	Survey
✓	Structures
✓	Structure demolition
✓	Environmental
✓	Geotechnical
	Hydraulics
✓	Traffic Control Devices
✓	Transportation Management Plan
✓	Right-of-Way
✓	Utility Relocations and Coordination
✓	Public Involvement / Relations
✓	Quality Assurance
✓	Quality Control
	Intelligent Transportation Systems
✓	Construction Engineering and Inspection
✓	Project Management

2006 2006 \$8.5 million \$8.5 million \$8.5 million

Successful Delivery: Without a doubt, this project was delivered successfully. English was awarded the maximum incentive possible for the intermediate contract time and the maximum award possible for overall project completion.

Similar Scope and Complexity: This project is similar to the I-64 Exit 91 Interchange project as it includes the construction of an interchange and ramps over an existing busy roadway. In addition, Maintenance of Traffic was critical to the success of this project, as it will be for the I-64 Exit 91 Interchange Project. The Tom's Creek Road Bridge is similar structurally to the proposed Exit 91 Interchange Bridge. Also, Karst geologic conditions existed here as will be the case at Exit 91.

Lessons learned: This project was administered by the Town of Blacksburg, with oversight by VDOT, so it could have turned into a bureaucratic nightmare, but regular meetings between these two agencies and the contractor, as well as a partnering atmosphere by all concerned, produced a construction project that was a model for how you should do it. The lesson to moving forward is keep all stakeholders in the loop as the project progresses.

Integrated Organization with Cooperative Work History and Teaming Experience: English included all stakeholders in discussions on this project. Team members at all levels worked together towards the common goal of completing this project with quality ahead of schedule. This performance would not be possible without an integrated team. English also saw the Town as a member of the team and, as noted by the Transportation Manager, English "worked hard at saving the project money." English saw saving project money as a benefit to the team as a whole.

Good Performance: The client on this project, the Town of Blacksburg was satisfied with the performance on this project. As evidenced by the letter shown here, The Town Transportation Manager noted that "the project went better than one could have ever imagined it could go."

In order to complete this project, English was required to build a detour so Tom's Creek Road could be closed. Due to the high volume of traffic to the college the project had two phases of construction that had incentives and disincentives for both of the phases. English was able to complete both phases early and collected the maximum incentive on both phases. Furthermore, Brandon Steele, PE, the Town of Blacksburg's Urban Transportation Manager, recognized English's outstanding accomplishment in the successful delivery of the project. He indicated that, "English was diligent in its work, did what was scheduled to be done, and worked hard at saving the project money where it made sense to do so. In the end the project finished months ahead of schedule and well under the estimated budget. I would be happy to work with English on future projects."

TOWN OF
Blacksburg
a special place

May 26, 2009

To Whom It May Concern:

I had the opportunity to work with English on the Tom's Creek Interchange Project here in the Town of Blacksburg. The project was around ten million dollars and English was the prime contractor. The project went better than one could have ever imagined it could go. English was diligent in its work, did what was scheduled to be done, and worked hard at saving the project money where it made sense to do so. In the end the project finished months ahead of schedule and well under the estimated budget. I would be happy to work with English on future projects.

Sincerely,

Brandon Steele, PE
Urban Transportation Manager
Town of Blacksburg

Work by Lead Contractor – three (3) projects which best illustrates current qualifications relevant to this Project.

a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities, Include address and current phone number	d. Contract Completion Date (original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Cost (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible

ROUTE 29 MADISON HEIGHTS BYPASS
Amherst County, VA

English Construction Company was awarded the contract by VDOT to build the final section of the Madison Heights Bypass for Route 29 located in Amherst County, VA. English's responsibilities included 6 miles of roadway, three bridges and six box culverts. The project also included 3.2 million cubic yards of excavation and 180,000 square yards of reinforced concrete pavement.



Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219
Mr. Don Silies
Contract Engineer
P: 804.786.1630

Scope of work	
✓	Roadway
✓	Survey
✓	Structures
✓	Structure demolition
✓	Environmental
✓	Geotechnical
✓	Hydraulics
✓	Traffic Control Devices
✓	Transportation Management Plan
✓	Right-of-Way
✓	Utility Relocations and Coordination
✓	Public Involvement / Relations
✓	Quality Assurance
✓	Quality Control
✓	Intelligent Transportation Systems
✓	Construction Engineering and Inspection
✓	Project Management

Successful Delivery: English received a performance bonus on this project by completing the work ahead of schedule. The concrete pavement received an award for good rideability characteristics. Thus, the project was delivered successfully.

Similar Scope and Complexity: This project is similar to the Exit 91 Interchange in that it includes bridges of the same basic structural design and existing secondary roads where traffic had to be detoured in order to allow construction of said bridges. The ability of English to meet and exceed the requirements of a tight schedule while maintaining traffic on existing roads shows the capability to successfully complete the Exit 91 project.

Lessons learned: Partnering works when all major stakeholders are positively engaged in the process and does not work when the same people have a negative attitude about the project or each other. This project is a model for Partnering because of the "work together to accomplish the same goal" attitude that was maintained throughout construction.

Integrated Organization with Cooperative Work History and Teaming Experience: English and VDOT engaged in formal partnering on this project and the process worked extremely well from start to finish. There was a high level of trust between all individuals involved in decision making and all required decisions were made expeditiously so that the project could progress at a fast pace. Our proposed Design/Build Project Manager for the Exit 91 Interchange project was directly involved in the management of this project.

Good Performance: The project had incentives for finishing the project early and disincentives and liquidated damages for finishing late. By keeping the project on schedule we were able to complete the project early and received the maximum incentive. Remarkably, the project was completed just 2 months after the last concrete paving was placed which resulted in an early completion bonus from VDOT. The concrete pavement received an award of merit from the American Concrete Paving Association for its' smooth finish and rideability.

The Contractor's Performance Evaluation Score for this project was a 94.8. English received 100% in the categories of communication, safety and Environmental. The overall performance was officially noted as "very good" and a "great project."

Work by Lead Designer – three (3) projects which best illustrates current qualifications relevant to this Project.

a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Cost (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible

I-81 CORRIDOR IMPROVEMENTS
Rockingham County, VA



RK&K developed preliminary plans for the reconstruction and widening of 4.6 miles of I-81 in Rockingham County and the City of Harrisonburg. This work includes the planning, studying and designing for the complete reconstruction of the Exit 243 interchange within the City.

Phase I - Study Phase: The first phase of the project was a study of interchange alternatives for the reconstruction of Exit 243. RK&K evaluated four different interchange configurations in three different locations. A detailed report was prepared providing evaluation criteria and information for each interchange alternate. Included in this evaluation phase of design was a Citizen Information Meeting to review viable alternatives with the public.

Design Phase: RK&K developed preliminary design plans for widening of the I-81 mainline from four lanes to six lanes south of Exit 243, and from four lanes to eight lanes north of Exit 243. This included plans for the selected interchange alternate, improvements to Route 11, which is immediately adjacent to I-81 and is integral to the interchange improvements, and the design of 1.5 miles of adjacent roadways to urban standards. Extensive public interaction was required throughout the preliminary design of this project as well as coordination with the City, County and local businesses.

Design Improvements: The criteria for upgrading the existing four-lane facility required an analysis of the existing roadway to ensure that AASHTO and VDOT design criteria were met. It was found that three existing vertical curves did not meet current criteria for the freeway design speed of 70 mph. RK&K designed upgrades to the vertical alignment that improved these existing curves. An additional requirement was to allow for the future widening of the roadway into the median area. RK&K provided grades on each directional roadway that will allow for the future widening and the installation of a standard barrier between the roadways at that time. Drainage and stormwater management designs were developed for the proposed and future lane construction.

General Services

- Performed surveys and geotechnical investigations
- Provided engineering and design services for evaluation and multiple alternative configurations
- Selected and approved a preferred alternative

Detailed Services

- Attended kickoff meeting/preliminary field review
- Reviewed available project information
- Performed field reconnaissance
- Identified important design considerations and issues
- Evaluated design alternatives including both the "No-Build" and "Build" options
- Summarized recommendations for the preferred design alternative
- Provided property information, utility designation of overhead and underground facilities, topography, preliminary drainage features, environmental considerations (e.g., potential wetland impacts, and avoidance considerations), pavement, bicycle and pedestrian amenities, and existing structures that may be impacted by the project
- Provided contract documents
- Provided detailed summary of the estimated costs

Project Management Activities

- Ensured work performance on schedule and within the approved budget
- Documented technical reviews, progress reports, and requests for information
- Documented meetings, conferences, and telephone and personal visits
- Supported public outreach efforts
- Attended community meetings
- Conducted traffic studies of the interchange area
- Coordinated project design to be consistent with and conform to VDOT projects in the area

Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219
Matt Dana, Staunton District L&D Engineer
P: 540.332.9118

Scope of work	
✓	Roadway
✓	Survey
✓	Structures
✓	Structure demolition
✓	Environmental
✓	Geotechnical
✓	Hydraulics
✓	Traffic Control Devices
✓	Transportation Management Plan
✓	Right-of-Way
✓	Utility Relocations and Coordination
✓	Public Involvement / Relations
✓	Quality Assurance
✓	Quality Control
✓	Intelligent Transportation Systems
✓	Construction Engineering and Inspection
✓	Project Management

Successful Delivery: The development of the interchange design itself was successful in that a context-sensitive alternative was developed and approved as part of an extensive public involvement process.

Similar Scope and Complexity: This project is similar to the I-64 Exit 91 project as it involves the reconstruction of an interchange at an interstate. Different interchange configurations were evaluated. Maintaining traffic on the interstate and secondary road during construction was of paramount concern.

Lessons Learned: Although the project was being administered by VDOT, RK&K played a key role in developing consensus among the stakeholders (FHWA, VDOT, City, County, property owners, businesses, citizens) to identify key elements of the project and to avoid schedule delays. The lesson moving forward is to keep information flowing freely among all stakeholders, look ahead for potential roadblocks and address them early.

Integrated Organization with Cooperative Work History and Teaming Experience: Although RK&K was responsible for the design of only one project, to VDOT and other stakeholders the three adjacent projects through Harrisonburg were really one big project. By treating all interested parties as equals and working closely with the design teams for the adjacent projects, RK&K was able to build consensus among the designers and the stakeholders for the overall corridor improvements. This approach of building consensus will be a key element in the development of the Elm Avenue project.

Good Performance: This project was one of three in the Harrisonburg area. The second project, immediately to the north, was developed by another consultant and the third project also to the north was developed by a VDOT design team. In recognition of the successful public involvement effort and selection of a preferred interchange alternative for Exit 243, RK&K was asked by VDOT to take the lead in coordinating and developing plans, displays and supporting data for the public meetings on all three projects.

Work by Lead Designer – three (3) projects which best illustrates current qualifications relevant to this Project.

a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Cost (in Thousands)																																						
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<p>ROUTE 250 BYPASS INTERCHANGE AT MCINTIRE ROAD Charlottesville, VA</p> <p><i>RK&K Project Manager:</i> OWEN PEERY, PE</p>  	<p>This project is one of the largest undertaken to date as part of the Virginia Department of Transportation (VDOT) First Cities Initiative. As the prime consultant, RK&K is providing complete engineering services for planning and design of a new interchange on the Route 250 Bypass at the intersection with McIntire Road.</p> <p>This project is being developed in three phases – Phase I services include development of Conceptual Alternatives, Detailed Alternatives and eventually a Preferred Alternative through Public Hearing and completion of the Environmental Document. Additional engineering services for Phase II (Final Design) and Phase III (Construction Engineering/Management) will be provided upon completion of Phase I. Project elements include environmental/NEPA documentation, Public Involvement, Traffic Data Collection and Analysis, Roadway Design, Structural Design, Traffic Engineering Design, Hydraulic and Hydrologic Analysis and Design, Graphics/Computer Renderings and Utility Design. Under the First Cities Initiative, all work is performed for the City of Charlottesville and closely coordinated with VDOT and the Federal Highway Administration (FHWA).</p> <p>The project location is centered on the existing intersection of the Route 250 Bypass and McIntire Road and will connect with the southern end of the proposed McIntire Road Extension being designed by VDOT. The proposed location for this gateway interchange is in a highly sensitive area with portions of the proposed interchange falling within McIntire Park and adjacent to residential neighborhoods, a private school and the Charlottesville Albemarle County Rescue Squad. A key element in the development of the interchange concepts is the incorporation of context sensitive solutions to provide a parkway like setting that compliments and enhances public access to McIntire Park.</p> <p>In response to the need for context sensitive solutions to the safety, congestion and connectivity issues at this location, several of the interchange concepts that were developed incorporated modern roundabouts instead of traffic signals at the ramp termini along McIntire Road. RK&K performed traffic engineering analyses using SIDRA based on projected 2030 design year traffic volumes as well as several interim years to determine the most appropriate configuration for the roundabouts, considering the number of approach and circulating lanes, the location of separate right turn bypass lanes, and the need for lane continuity through the interchange to reduce potential driver confusion. The operational models recommended in Chapter 6 and Appendix M of NCHRP Report 572 "Roundabouts in the United States" were also used to verify the accuracy of the SIDRA results.</p> <p>In total, RK&K evaluated 10 roundabout interchanges in addition to three interchange alternatives with signalized ramp termini. Five alternatives included partial cloverleaf designs with two dual lane roundabouts; two alternatives involved diamond roundabout interchanges with two dual lane roundabouts, and three alternatives involved diamond roundabout interchanges with a single dual lane roundabout. The conceptual layout and a rendering of the preferred interchange alternative C1 are presented above and to the right, respectively.</p>	<p>City of Charlottesville 605 E. Main Street Charlottesville, VA 22902 Angela Tucker P: 434.970.3182</p> <table border="1"> <thead> <tr> <th colspan="2">Scope of work</th> </tr> </thead> <tbody> <tr><td>✓</td><td>Roadway</td></tr> <tr><td>✓</td><td>Survey</td></tr> <tr><td>✓</td><td>Structures</td></tr> <tr><td>✓</td><td>Structure demolition</td></tr> <tr><td>✓</td><td>Environmental</td></tr> <tr><td>✓</td><td>Geotechnical</td></tr> <tr><td>✓</td><td>Hydraulics</td></tr> <tr><td>✓</td><td>Traffic Control Devices</td></tr> <tr><td>✓</td><td>Transportation Management Plan</td></tr> <tr><td>✓</td><td>Right-of-Way</td></tr> <tr><td>✓</td><td>Utility Relocations and Coordination</td></tr> <tr><td>✓</td><td>Public Involvement / Relations</td></tr> <tr><td>✓</td><td>Quality Assurance</td></tr> <tr><td>✓</td><td>Quality Control</td></tr> <tr><td>✓</td><td>Intelligent Transportation Systems</td></tr> <tr><td>✓</td><td>Construction Engineering and Inspection</td></tr> <tr><td>✓</td><td>Project Management</td></tr> </tbody> </table>	Scope of work		✓	Roadway	✓	Survey	✓	Structures	✓	Structure demolition	✓	Environmental	✓	Geotechnical	✓	Hydraulics	✓	Traffic Control Devices	✓	Transportation Management Plan	✓	Right-of-Way	✓	Utility Relocations and Coordination	✓	Public Involvement / Relations	✓	Quality Assurance	✓	Quality Control	✓	Intelligent Transportation Systems	✓	Construction Engineering and Inspection	✓	Project Management	2012	2012	\$29,000	\$32,000	\$32,000
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✓	Project Management																																										

Successful Delivery: This project has been very successful and has advanced steadily though the conceptual and preliminary design phases including FHWA approval of the NEPA environmental document and VDOT design approval.

Similar Scope and Complexity: This project is similar to the I-64 at Exit 91 Interchange project as it includes the construction of an interchange and ramps over an existing heavily traveled roadway. Maintaining traffic during construction is of paramount consideration. The footprint of the project has been reduced to the extent possible to minimize impacts to adjacent properties while still meeting VDOT and FHWA design guidelines.

Lessons Learned: This project is being administered by the City of Charlottesville with oversight by VDOT and FHWA. In addition, there has been intense interest by the community including local neighborhood associations, non-profit organizations, a private school and numerous civic groups. In order to facilitate development of this context-sensitive project, RK&K adopted an aggressive public involvement approach which included a project web site (www.250interchange.org), over a dozen workshops with an 18 member steering committee, regular updates to City Council, neighborhood meetings, public workshops and coordination with local, state and federal oversight agencies. Without this pro-active approach, this project would not have advanced to the stage it currently is in. Our team will use a similar pro-active approach to keep VDOT, the public, and City officials informed through all stages of design and construction so there are no surprises and the traveling public is informed of changes to traffic patterns and other important information.

Integrated Organization with Cooperative Work History and Teaming Experience: The success of this project is due to the inclusion of all stakeholders in the development of the project with a dedication to coordinate "early and often" with local, state and federal agencies. This approach allowed our team to identify potential roadblocks early-on where they could be addressed before they impacted the schedule. This same approach will be instrumental in the successful completion of the I-64 at Exit 91 Interchange project.

Good Performance: The client on this project, the City of Charlottesville has been very satisfied with the performance of RK&K on this project as evidenced by the City's recent approval of the Phase II contract to complete the final design of the interchange. One call to the contact noted above will confirm this good performance.

Work by Lead Designer – three (3) projects which best illustrates current qualifications relevant to this Project.

a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number	d. Contract Completion Date (original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Cost (in Thousands)		
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible

FREDERICK DOUGLASS BRIDGE / S. CAPITOL STREET REHAB
Washington, D.C.

A Design-Build Project



RK&K worked with Cormac Construction as the design representative for the Design/Build portion of this overall roadway and bridge rehabilitation project for the Frederick Douglass Bridge, which carries South Capitol Street over the Anacostia River in Southeast DC. RK&K's role on this challenging project was to provide design services for the reconstruction of 1,700 feet of 6-lane divided urban arterial roadway on the northern approach to the bridge. The work included 900 feet of existing bridge demolition, 1,470 feet of roadway reconstruction "at-grade", 300 feet of MSE approach embankment (15 foot height max.), and jacking and lowering 230 feet of the existing continuous 3-span steel frame unit of the bridge. The purpose of the roadway/bridge lowering was to lower the roadway profile to improve access to the new DC Nationals Ballpark and future development in the South Capitol Street corridor.

RK&K provided structural, highway, geotechnical, environmental, drainage, utility and traffic engineering services for this fast-track project. The existing bridge structure served as a viaduct over Washington, DC streets, with 16 spans between the Anacostia River and the current at-grade tie-in adjacent to O Street. Thirteen of these spans were demolished and a new roadway constructed at-grade with new, signalized intersections at O Street, P Street and Potomac Avenue. The remaining three spans of the existing bridge structure were lowered approximately five feet to create the profile necessary to provide the at-grade intersection at Potomac Avenue. The existing steel bridge superstructure with concrete deck for these three spans is to be reused and will be lowered to this new profile using a jacking system. This superstructure was set upon both new and modified existing substructure units. RK&K completed extensive analyses of the structural members and geometric movements necessary to complete this lowering.

The work included a complete geotechnical investigation; surveys; environmentally compliant removal of underground steel petroleum storage tanks and contaminated soils; streetscape improvements in accordance with AWI standards that are coordinated with the adjacent ballpark site design - concrete and granite curbs, brick gutter, hot mix asphalt roadway, granite cobble and exposed aggregate concrete edge treatments, exposed aggregate concrete sidewalks, and tree pits with structural soil mix. The project also included street lighting; storm drainage; water quality basins; sediment control; water and sanitary sewer adjustments; new communication cables; three new traffic signals and interconnect of traffic signals to adjacent intersections; pavement markings; and new electrical service to the bridge. Additional challenges were presented with the limited 2-month bridge closure period, allowing completion of the lowering and complete roadway and MSE embankment construction. Innovative design and construction scheduling techniques were developed to meet the schedule and detailed MOT plans were prepared to safely and effectively accommodate the bridge detour and local work zone traffic.

RK&K prepared complete engineering drawings, secured permits and performed construction inspection services. To ensure project success, continuous coordination was performed with DDOT, DOH, WASA, local utilities and other engineering/construction teams working on the adjacent ballpark.

D.C. Department of Transportation
2000 14th Street, NW
Washington, D.C. 20009
Said Cherifi, Project Manager
P: 202.671.0479

07/2007 07/2007 \$32 million \$32 million \$32 million

Scope of work	
✓	Roadway
✓	Survey
✓	Structures
✓	Structure demolition
✓	Environmental
✓	Geotechnical
✓	Hydraulics
✓	Traffic Control Devices
✓	Transportation Management Plan
✓	Right-of-Way
✓	Utility Relocations and Coordination
✓	Public Involvement / Relations
✓	Quality Assurance
✓	Quality Control
✓	Intelligent Transportation Systems
✓	Construction Engineering and Inspection
✓	Project Management

Successful Delivery: The design and construction schedule for the bridge and roadway were directly tied in with the Opening Day of the Washington Nationals new baseball stadium. Further, there was a significant inconvenience to the public due to the construction. Thus, there was essentially no room for error or delay. The design and construction were both completed ahead of schedule allowing for early opening of the roadway and a successful kick-off to the 2008 baseball season

Similar Scope and Complexity: This project is similar to the subject project as it consists of a major reconstruction of a bridge under heavy traffic while maintaining traffic during the work. In addition, it was conducted under the design-build method, so strong partnering between the designer (RK&K) and the contractor was of the utmost importance.

Lessons learned: Constant communication is the key lesson learned on this project. The project schedule required that approximately \$11 million of construction be completed in less than 60 calendar days. From a construction standpoint, this required working 20 hours/day, 7 days/week. From a design standpoint, it meant that the plans and specifications needed to be clear and accurate to prevent any slow down in construction. In addition to regular progress meetings, the design team was always "on-call" throughout construction to immediately visit the site and/or address construction related questions. This similar strategy of regularly scheduled meetings between the design team and the construction team will be implemented in the I-64 Exit 91 Interchange project. And, like the Frederick Douglass Bridge project, the design team will have "ownership" of this project throughout construction.

Integrated Organization with Cooperative Work History and Teaming Experience: From the bid phase through to completion, RK&K's project manager and design team leaders essentially became one with our contractor partner. Together, we developed the most efficient and effective design approach for the lowering and reconstruction through regular meetings and working sessions. Further, from the start of the project we actively teamed with DDOT, the designers/builders of the adjacent ballpark, the local community and others to insure that all elements of our design were properly coordinated. This was a very active site and teamwork both amongst our team as well as with the various other contractors and designers in the area was critical to the success of the project.

Good Performance: The project was nationally recognized as it garnered awards in both the construction and engineering industries for excellence. Upon completion of the construction, DDOT held a ribbon-cutting ceremony prior to opening the new roadway to traffic. Our Team was recognized for the dedication and attention given to meeting our Client's needs by completing the project on budget and ahead of schedule



Appendix C



in association with



Per VDOT’s RFQ, the English Team has provided, in this Section, all required licensing and documentation. The following specific documents are not included in the document’s 20-page limit:

<i>Reference Section</i>	<i>Description</i>
	RFQ and Addenda Acknowledgement - Form C-78-RFQ
3.1.2	SOQ Checklist
3.2.5(a)	Certification Regarding Debarment Primary Covered Transactions
3.2.5(b)	Certification Regarding Debarment Lower Tier Covered Transactions
3.2.6	Full size copy of English Certificate of Qualification Form
3.2.7	Full size copy of Bonding Letter
3.2.8	Full size copies of:
	English Construction Company - SCC license - DPOR Board for Contractors Class A Contractors License
	RK&K, LLP - SCC license - DPOR license for Richmond, Fairfax, and Virginia Beach, VA; and Baltimore, MD offices - DPOR professional engineering registration license for key staff assigned to offices - <i>Staff</i>
	Thompson & Litton, Inc. - SCC license - DPOR license for Radford and Clintwood, VA offices
	Alvi Associates, Inc. - SCC license - DPOR license for Towson, MD office
	Schnabel Engineering Consultants, Inc. - SCC license - DPOR license for Richmond, and Charlottesville, VA offices
	KDR Real Estate Services - SCC license - Broker’s License
	ProAct Public Relations, LLC - SCC license
	Froehling & Robertson, Inc. - SCC license - DPOR license for Crozet, VA office
	Quinn Consulting Services, Inc. - SCC license - DPOR license for Chantilly, VA office

ATTACHMENT 2.10

**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION**

RFQ NO. C00075877DB47

PROJECT NO.: 0064-007-111, P101, R-201, C-501, B-627

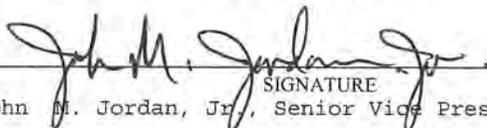
ACKNOWLEDGEMENT OF RFQ, REVISION AND/OR ADDENDA

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 11/03/2011
(Date)
2. Cover letter of _____
(Date)
3. Cover letter of _____
(Date)

ENGLISH CONSTRUCTION COMPANY, INC.



SIGNATURE
John M. Jordan, Jr., Senior Vice President

January 6, 2012

DATE

ATTACHMENT 3.1.2

0064-007-111, P101, R201, C501, B627

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

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

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 20-page limit?	SOQ Page Reference
Statement of Qualifications Checklist and Contents	Attachment 3.1.2	Section 3.1.2	no	Appendix C
Acknowledgement of RFQ, Revision and/or Addenda	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	Appendix C
Letter of Submittal (on Offeror's letterhead)				
Offeror's point of contact information	NA	Section 3.2.1	yes	Page 2
Authorized Representative's signature	NA	Section 3.2.1	yes	Page 7
Principal officer information	NA	Section 3.2.2	yes	Page 2
Offeror's Corporate Structure	NA	Section 3.2.3	yes	Page 3
Affiliated/subsidiary companies	NA	Section 3.2.4	yes	Page 3
Debarment forms	Attachment 3.2.5(a) Attachment 3.2.5(b)	Section 3.2.5	no	Appendix C
Offeror's VDOT prequalification evidence	NA	Section 3.2.6	no	Appendix C
Evidence of obtaining bonding	NA	Section 3.2.7	yes	Page 4
Professional Services Evidence				
Full size copies of SCC and DPOR registration documentation (appendix)	NA	Section 3.2.8	no	Appendix C

ATTACHMENT 3.1.2

0064-007-111, P101, R201, C501, B627

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 20-page limit?	SOQ Page Reference
SCC Registration	NA	Section 3.2.8.1	yes	Page 5 to 6
DPOR Registration (Offices)	NA	Section 3.2.8.2	yes	Page 5 to 6
DPOR Registration (Key Personnel)	NA	Section 3.2.8.3	yes	Page 5 to 6
DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.8.4	yes	Page 5 to 6
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.9	yes	Page 7
Offeror's Team Structure				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	Page 3.3-3
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	Appendix A
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	Appendix A
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	Appendix A
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	Appendix A
Key Personnel Resume – Lead Structural Engineer	Attachment 3.3.1	Section 3.3.1.5	no	Appendix A
Key Personnel Resume – Environmental Manager	Attachment 3.3.1	Section 3.3.1.6	no	Appendix A
Organizational chart	NA	Section 3.3.2	yes	Page 3.3-3
Organizational chart narrative	NA	Section 3.3.2	yes	Pg 3.3-1 to 3.3-2
Experience of Offeror's Team				

ATTACHMENT 3.1.2

0064-007-111, P101, R201, C501, B627

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 20-page limit?	SOQ Page Reference
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	Appendix B
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	Appendix B
Project Risk				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	Pg 3.5-1 to 3.5-8

ATTACHMENT NO. 3.2.5(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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

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

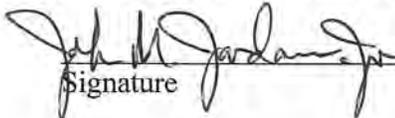
b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under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

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

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

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

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

 January 6, 2012
Signature Date

John M. Jordan, Jr.
Senior Vice President
Title

ENGLISH CONSTRUCTION COMPANY, INC.

Name of Firm

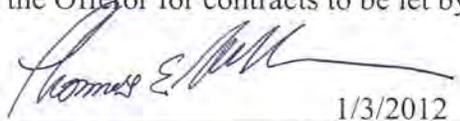
ATTACHMENT NO. 3.2.5(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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

2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal. The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.



1/3/2012

Partner

Signature

Date

Title

Rummel, Klepper & Kahl, LLP

Name of Firm

ATTACHMENT NO. 3.2.5(b)

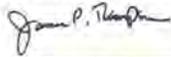
**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

- 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.



12/28/11

Chairman

Signature

Date

Title

Thompson & Litton

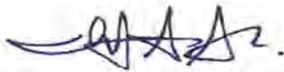
Name of Firm

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS
(To be completed by a Sub-consultant)

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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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

December 20, 2011

Date

President

Title

Alvi Associates, Inc.

Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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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.

<i>Edward G. Draker</i>	<u>December 21, 2011</u>	<u>Principal</u>
Signature	Date	Title

Schnabel Engineering
Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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.



12-20-2011

President

Signature

Date

Title

KDR Real Estate Services, Inc.

Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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.

Spah Duddle 12/20/11 CEO
Signature Date Title
ProAct Public Relations, LLC
Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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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.

JAMES H. KIRBY, JR. 12/23/2011 PRESIDENT

Signature

Date

Title

FROELING & ROBERTSON, INC.

Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-007-111, P101, R-201, C-501, B-627

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- 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.

 **December 5, 2011** **President**
Signature Date Title

Quinn Consulting Services, Inc.
Name of Firm



COMMONWEALTH OF VIRGINIA



CERTIFICATE OF QUALIFICATION

English Construction Company, Incorporated

Vendor Number: **E008**

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: Grading, Major Structures, Minor Structures

Issue Date: March 29, 2011

This Rating and Classification will Expire: April 30, 2012

Suzanne FR Lucas Prequalification Officer

Don E. Silles, State Construction Contract Officer



St. Paul Travelers Bond
300 Arboretum Parkway, #390
Richmond, VA 23236
Phone: (877) 828-4140
Fax: (804) 330-6880

January 6, 2012

Commonwealth of Virginia
Department of Transportation (VDOT)
1401 East Broad Street
Richmond, VA 23219

REF: Request for Qualifications

A Design-Build Project

I-64 Exit 91 Interchange Improvements

From: 0.429 Miles West of Rt 285 To: 0.438 Miles East of Rt. 285 Augusta County, VA

State Project No.: 0064-007-111,P101,R-201,C-501,B-627

Federal Project No.: NH-064-2(152)

Contract ID Number: C00075877DB47

To Whom It May Concern:

English Construction Co., Inc. has been a valued client of Travelers Casualty and Surety Company of America for over sixty years. During that time, we have maintained a working line of surety credit and have supported single bond requests up to the \$125,000,000. range and aggregate programs up to the \$500,000,000. range. These levels reflect our history with this client; however, they are not to be construed as limits. Given English's extensive experience and financial strength, we are certainly prepared to consider requests well in excess of these levels.

English Construction Co., Inc. is capable of obtaining a 100% Performance Bond and 100% Labor and Material Payment Bond in the amount of the anticipated cost of construction, as referenced in Section 2.1 of the RFQ and said bonds will cover the Project and any warranty periods on behalf of the Contractor, in the event that such firm be the successful bidder and enter into a contract for this project.

Travelers Casualty and Surety Company of America is licensed to transact surety business in all 50 states and is listed on the United States Department of Treasury list of acceptable surety companies. Travelers Casualty and Surety Company of America carries an A.M. Best rating of A+ and has a Financial Size Category of XV. The information contained in this letter is valid for a period of three (3) months from date of this letter.

Please feel free to contact us if you have any questions.

Sincerely,

TRAVELERS CASUALTY & SURETY COMPANY OF AMERICA


Frances M. Saunders
Attorney-in-Fact

FMS/sll
Power of Attorney Attached



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. 213509

Certificate No. 004392650

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

Whitney D. Melton, and Frances M. Saunders

of the City of Altavista, 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 30th day of June, 2011

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 30th day of June, 2011, 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, 2016



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

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


Kevin E. Hughes, Assistant Secretary



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

Commonwealth of Virginia



State Corporation Commission

- Enter
- Signoff
- Help
- Print

WEB#501 CIS 07/31/09
 TCP00397 CISM0180 CORPORATE DATA INQUIRY 14:15:07

CORP ID: 0054199 - 5 STATUS: 00 ACTIVE STATUS DATE: 01/15/03
 CORP NAME: ENGLISH CONSTRUCTION COMPANY, INCORPORATED

DATE OF CERTIFICATE: 12/16/1946 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: JAMES P KENT JR

STREET: 525 7TH ST AR RTN MAIL:
 PO BOX 299

CITY: ALTAVISTA STATE ; VA ZIP: 24517

R/A STATUS: 4 ATTORNEY EFF. DATE: 11/08/05 LOC.: 115
 ACCEPTED AR#: 208 79 2118 DATE: 10/27/08 CAMPBELL COUNTY
 CURRENT AR#: 208 79 2118 DATE: 10/27/08 STATUS: A ASSESSMENT INDICATOR: 0
 YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
 08 670.00 100,000

COMMAND:

NOTE: Function Key usage varies depending on the Application Screen.
 For specifics, refer to Function Key Documentation.

CERTIFICATE OF INCORPORATION

Recorded in the Office of the Clerk of the Circuit Court of Campbell County, Virginia, in Charter Book 3, Page 164.

TO THE STATE CORPORATION COMMISSION
COMMONWEALTH OF VIRGINIA

This is to certify that we, the undersigned, desire to, and hereby do associate to establish a corporation, under the provisions and subject to the requirements of the law for such cases made and provided, and we, by this our certificate of incorporation set forth as follows:

(a) The name of the corporation is to be English Construction Company, Incorporated.

(b) The principal office in this State is to be in Altavista, Campbell County.

(c) The purposes for which it is formed are as follows:

(1) To make, enter into, perform and carry out contracts for building, erecting, improving, constructing, altering, repairing, decorating, finishing and furnishing houses, buildings, warehouses, store-rooms, edifices, works, tenements and structures of every kind and description; to carry on in all their respective branches the businesses of builders, contractors, decorators and such other trades and businesses as pertain or are connected with the general business of building and construction.

(2) To take over, acquire, purchase, own, sell, lease, hire, hold, control, manage, maintain and operate quarries, brick-yards, lime-kilns, refineries, asphalt, cement and plaster mills, lumber yards, timber lands, saw mills, glass, metal and woodworking plants, pulp and paper mills, furnaces, factories and establishments for the manufacture, preparation and production of building supplies, material, furnishings, decorations and furniture; and to buy sell and generally deal in and with all such articles and materials.

(3) To buy, sell, exchange, mortgage, lease, improve, farm, manage, operate, sub-divide, build, construct, maintain, or otherwise dispose of any property, real or personal, of all kinds and descriptions; to make and obtain loans upon real estate, improved and unimproved, and to take mortgages and assignments of mortgages upon the same, and to supervise, manage, and protect such property and loans, and all interests and claims affecting the same.

(4) To act as agents, factors, brokers, commission merchants, contractors, builders, decorators, appraisers, lessees, managers of estates or otherwise in entering into, undertaking, performing and carrying out and conducting any and all things set forth in this certificate as objects, purposes or powers

that it may do for itself, and to exercise such powers to the same extent that natural persons might do to the full extent permitted to corporations under the laws of the State of Virginia.

4 (5) To carry on and conduct a general contracting business, including the constructing, enlarging, repairing, remodeling or otherwise engaging in any work upon buildings, roads, side walks, water lines, power lines, highways, bridges, or manufacturing plants; and to engage in iron, steel, wood, brick, concrete, stone, cement, masonry and earth construction, and to execute contracts or to receive assignments of contracts therefor, or relating thereto; also to manufacture and furnish the building materials and supplies connected herewith.

(d) The capital stock of the corporation is to consist of no par value shares, the maximum number of shares to be issued is to be one hundred (100), and the minimum number of shares to be issued is to be ten (10).

(e) The period for the duration of the corporation is unlimited.

(f) The names and residences of the officers and directors who unless sooner changed by the stockholders, are for the first year to manage the affairs of the corporation, are as follows:

<u>OFFICERS</u>	<u>OFFICES</u>	<u>RESIDENCES</u>
W. Curtis English	President	Altavista, Va.
Edward R. English	Vice-President	Altavista, Va.
Helen E. Fore	Secretary-Treasurer	Altavista, Va.

<u>DIRECTORS</u>	<u>RESIDENCES</u>
W. Curtis English	Altavista, Virginia
Edward R. English	Altavista, Virginia
Helen E. Fore	Altavista, Virginia

(g) The amount of real estate to which its holdings at any time are to be limited is 1000 acres.

Given under our hands this 9th day of December, 1946.

S/ W. Curtis English
S/ Edward R. English
S/ Helen E. Fore

STATE OF VIRGINIA,
COUNTY OF CAMPBELL, to-wit:

I, Eva E. Arthur, a Notary Public of and for the State of Virginia at large, qualifying in Campbell County, do certify that W. CURTIS ENGLISH, EDWARD R. ENGLISH and HELEN E. FORE, whose names are signed to the writing above, bearing date on the 9th day of December, 1946, have acknowledged the same before me, in Campbell County.

Given under my hand this 9th day of December, 1946.
My commission expires March 22, 1948.

S/ Eva E. Arthur
Notary Public

COMMONWEALTH OF VIRGINIA

DEPARTMENT OF THE
STATE CORPORATION COMMISSION

City of Richmond, 16th day of December, 1946.

The accompanying certificate is incorporated, together with the charter fee required by law, having been presented to the State Corporation Commission by W. Curtis English, Edward R. English, and Helen M. Fore, and the State Corporation Commission having examined said certificate now declares that the said applicants have complied with the requirements of law, and have entitled themselves to a charter, and it is therefore ordered that they and their associates and successors be, and they are, hereby made and created a body politic and corporate under and by the name of English Construction Company, Incorporated, upon the terms and conditions, and for the purposes set forth in said certificate, with all the powers and privileges conferred and subject to all the conditions and restrictions imposed by law.

And said certificate, with this order, is hereby ordered to be admitted to record.

S/ L. McCarthy Downs
Chairman

Corporate Seal

ATTEST:

N. W. Atkinson
Clerk of the Commission

COMMONWEALTH OF VIRGINIA:

OFFICE OF THE STATE CORPORATION COMMISSION:

In the City of Richmond, the 16th day of December, 1946, the foregoing charter of English Construction Company, Incorporated, was this day received and duly admitted to record in this office and is hereby certified to the Clerk of the Circuit Court of Campbell County according to law.

STATE CORPORATION COMMISSION

By S/ L. McCarthy Downs
Chairman

ATTEST:

N. W. Atkinson
Clerk of the Commission

VIRGINIA:

In the Clerk's Office of the Circuit Court of Campbell County the
14th day of January, 1947.

The foregoing charter and certificate of State Corporation
Commission thereon was received, duly admitted to record, duly
spread, and is now certified to the Clerk of the State Corporation
Commission.

Teste: C. W. Woodson
Clerk

THEODORE V. MORRISON, JR.
CHAIRMAN

HULLIHEN WILLIAMS MOORE
COMMISSIONER

CLINTON MILLER
COMMISSIONER

COMMONWEALTH OF VIRGINIA



WILLIAM J. BRIDGE
CLERK OF THE COMMISSION
P. O. BOX 1197
RICHMOND, VIRGINIA 23218-1197

STATE CORPORATION COMMISSION

January 23, 1997

R. NEAL KEESEE, JR.
WOODS, ROGERS & HAZELGROVE
PO BOX 14125
ROANOKE, VA 24038-4125

RE: ENGLISH CONSTRUCTION COMPANY, INCORPORATED
ID: 0054199 - 5
DCN: 97-01-23-0306

This is your receipt for \$25.00 covering the fees for filing articles of amendment to change authorized shares of stock and articles of restatement with this office.

The effective date of the certificate of amendment and restatement is January 23, 1997.

Sincerely yours,

William J. Bridge

William J. Bridge
Clerk of the Commission

AMENACPT
CIS20317

COMMONWEALTH OF VIRGINIA
STATE CORPORATION COMMISSION

January 23, 1997

The State Corporation Commission has found the accompanying articles submitted on behalf of

ENGLISH CONSTRUCTION COMPANY, INCORPORATED

to comply with the requirements of law, and confirms payment of all related fees.

Therefore, it is ORDERED that this

CERTIFICATE OF AMENDMENT AND RESTATEMENT

be issued and admitted to record with the articles of amendment in the Office of the Clerk of the Commission, effective January 23, 1997 at 03:13 PM.

The corporation is granted the authority conferred on it by law in accordance with the articles, subject to the conditions and restrictions imposed by law.

STATE CORPORATION COMMISSION

By



Commissioner

AMENACPT
CIS20317
97-01-23-0306

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
04-30-2012

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

NUMBER
2701 000873A

BOARD FOR CONTRACTORS
CLASS A CONTRACTORS LICENSE

ENGLISH CONSTRUCTION COMPANY INC

PO BOX P-7000
LYNCHBURG VA 24504

CLASSIFICATIONS BLD H/H



Jay W. DeBoer
Jay W. DeBoer, Director

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

Commonwealth of Virginia



State Corporation Commission

I Certify the Following from the Records of the Commission:

On September 25, 2001 a statement of registration as a foreign registered limited liability partnership was filed in this office by RUMMEL, KLEPPER & KAHL, LLP, a Maryland registered limited liability partnership.

This certificate of registration is in effect as of this date.

Nothing more is hereby certified.

*Signed and Sealed at Richmond on this Date:
August 31, 2009*

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



Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, March 24, 2006

This is to Certify that the statement of registration of

Rummel, Klepper & Kahl, LLP

(Date of registration - September 25, 2001)

a partnership registered as a limited liability partnership under the laws of MARYLAND, was admitted to record in this office and that the partnership is registered to transact business in Virginia as a foreign Registered Limited Liability Partnership, subject to all laws applicable to the partnership and its business.



State Corporation Commission

Attest:

Joel H. Beck
Clerk of the Commission

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

EXPIRES ON

02-29-2012

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

NUMBER

0411000271

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

PROFESSIONS: ENG

RUMMEL KLEPPER & KAHL LLP
RK&K
801 EAST MAIN ST STE 1000
RICHMOND, VA 23219



James W. DeBoer
James W. DeBoer Director

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APPELSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000271 EXPIRES: 02-29-2012
PROFESSIONS: ENG
RUMMEL KLEPPER & KAHL LLP
801 EAST MAIN ST STE 1000
RICHMOND, VA 23219



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

15

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(R/R)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
02-29-2012

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

NUMBER
0411000577

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

PROFESSIONS: ENG, LS

RUMMEL KLEPPER & KAHL LLP
RK&K
10306 EATON PL STE 240
FAIRFAX, VA 22030



James W. DeBorja
J. W. DeBorja, Director

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APESCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000577 EXPIRES: 02-29-2012
PROFESSIONS: ENG, LS
RUMMEL KLEPPER & KAHL LLP RK&K
10306 EATON PL STE 240
FAIRFAX, VA 22030



SEAL

(DETACH HERE)

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

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(8/06)

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

EXPIRES ON
02-29-2012

9960 Mayland Dr., Suite 400, Richmond, VA 23233
Telephone: (804) 387-8500

NUMBER
0411000667

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

PROFESSIONS: ENG

RUMMEL KLEPPER & KAHL LLP
2901 S. LYNNHAVEN RD
SUITE 300
VIRGINIA BEACH, VA 23452



Gordon N. Dixon
Gordon N. Dixon, Director

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(POCKET CARD) COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000667 EXPIRES: 02-29-2012
PROFESSIONS: ENG
RUMMEL KLEPPER & KAHL LLP
2901 S. LYNNHAVEN RD
SUITE 300
VIRGINIA BEACH, VA 23452



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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
0407002860

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

PROFESSIONS: ENG

RUMMEL KLEPPER & KAHL LLP
81 MOSHER ST
BALTIMORE, MD 21217



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 APPEALS
BUSINESS ENTITY REGISTRATION
NUMBER: 0407002860 EXPIRES: 12-31-2013
PROFESSIONS: ENG
RUMMEL KLEPPER & KAHL LLP
81 MOSHER ST
BALTIMORE, MD 21217



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
10-31-2013

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

NUMBER
0402046882

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

**OWEN LEE PEERY
801 EAST MAIN ST STE 1000
RICHMOND, VA 23219**



Gordon N. Dixon
Gordon N. Dixon, Director

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

**BOARD FOR AP/ELSC/DLA
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402046882 EXPIRES: 10-31-2013**

**OWEN LEE PEERY
801 EAST MAIN ST STE 1000
RICHMOND, VA 23219**



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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
09-30-2013

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

NUMBER
0402033863

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

GARY SEBASTIAN JOHNSON
3808 IVORY CT
RICHMOND, VA 23233



Gordon N. Dixon
Gordon N. Dixon, Director

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
05-31-2013

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

NUMBER
0402040981

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

RICHARD LAYNE CLARKE
13467 EAST 131ST ST.
FISHERS, IN 46037



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 APESCIDLA
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402040981 EXPIRES: 05-31-2013

RICHARD LAYNE CLARKE
13467 EAST 131ST ST.
FISHERS, IN 46037



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(DETACH HERE)

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
10-31-2013

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

NUMBER
0402044111

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

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



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

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



(DETACH HERE)

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

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Commonwealth of Virginia



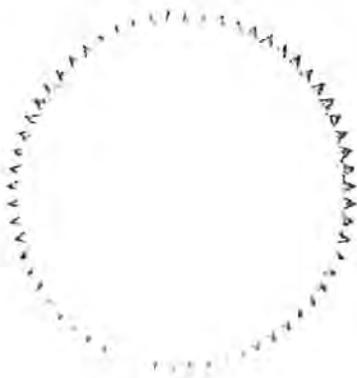
State Corporation Commission

I, William C. Young, Clerk, of the State Corporation Commission, do hereby certify that

Thompson & Litton, Inc.

is a corporation organized and existing under and by virtue of the laws of Virginia and that it is in good standing.

In Testimony Whereof I hereunto set my hand and affix the Official Seal of the State Corporation Commission, at Richmond this 15th day of October A. D. 19 74



William C. Young
Clerk of the Commission

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
07-31-2013

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

NUMBER
2705 064337A

BOARD FOR CONTRACTORS
CLASS A CONTRACTORS LICENSE

THOMPSON & LITTON INC
THOMPSON + LITTON
103 EAST MAIN ST
PO BOX 1307
WISE VA 24293



Gordon N. Dixon
Gordon N. Dixon, Director

CLASSIFICATIONS H/H BLD

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

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

EXPIRES ON
02-29-2012

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

NUMBER
0411000211

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

PROFESSIONS: ARC, ENG, LS

THOMPSON & LITTON INC
726 AUBURN AVE
RADFORD, VA 24141



James W. DeBoer
James W. DeBoer, Director

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

EXPIRES ON
02-29-2012

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

NUMBER
0411000210

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

PROFESSIONS: ARC, ENG

THOMPSON & LITTON INC
100 5TH ST FOURTH FL
BRISTOL, TN 37620



Jimmy W. DeBorja
Jimmy W. DeBorja, Director

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Welcome to SCC eFile Business Entity Details

ALVI ASSOCIATES, INC.

SCC ID: F1799750
 Business Entity Type: Foreign Corporation
 Jurisdiction of Formation: MD
 Date of Formation/Registration: 8/13/2009
 Status: Active
 Shares Authorized: 1000

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Principal Office

110 WEST ROAD SUITE 410

TOWSON MD 21204

Registered Agent/Registered Office

INCORP SERVICES, INC.
7288 HANOVER GREEN DR

MECHANICSVILLE VA 23111

HANOVER COUNTY 142

Status: Active

Effective Date: 8/13/2009

Which of the following best describes your relationship with this business entity? [Help](#)

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
12-31-2011

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

NUMBER
0407002864

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

PROFESSIONS: ENG

ALVI ASSOCIATES, INC.
110 WEST ROAD
SUITE 410
TOWSON, MD 21204



James W. DeBorja
10 11
Director

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APPLSCIDLA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407002864 EXPIRES: 12-31-2011
PROFESSIONS: ENG
ALVI ASSOCIATES, INC.
110 WEST ROAD
SUITE 410
TOWSON, MD 21204



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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
8960 Mayland Dr., Suite 400, Richmond, VA 23233

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(B-00)

Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, August 12, 2009

This is to certify that the certificate of incorporation of

Schnabel Consultants, Inc.

was this day issued and admitted to record in this office and that the said corporation is authorized to transact its business subject to all Virginia laws applicable to the corporation and its business. Effective date: August 12, 2009



State Corporation Commission

Attest:

Joel H. Beck
Clerk of the Commission

COMMONWEALTH OF VIRGINIA
STATE CORPORATION COMMISSION

AT RICHMOND, NOVEMBER 12, 2009

The State Corporation Commission has found the accompanying articles submitted on behalf of
Schnabel Engineering Consultants, Inc. (formerly Schnabel Consultants,
Inc.)

to comply with the requirements of law, and confirms payment of all required fees. Therefore, it
is ORDERED that this

CERTIFICATE OF AMENDMENT

be issued and admitted to record with the articles of amendment in the Office of the Clerk of the
Commission, effective November 12, 2009.

The corporation is granted the authority conferred on it by law in accordance with the articles,
subject to the conditions and restrictions imposed by law.

STATE CORPORATION COMMISSION

By



Commissioner

09-10-30-0071
AMENACPT
CIS0436

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

EXPIRES ON
02-29-2012

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

NUMBER
0411000698

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

PROFESSIONS: ENG

**SCHNABEL ENGINEERING CONSULTANTS, INC
2020 AVON CT.
SUITE 15
CHARLOTTESVILLE, VA 22902**



Jay W. DeBoer
Jay W. DeBoer, Director

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COMMONWEALTH OF VIRGINIA

**BOARD FOR APPLSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000698 EXPIRES: 02-29-2012
PROFESSIONS: ENG
SCHNABEL ENGINEERING CONSULTANTS, INC
2020 AVON CT.
SUITE 15
CHARLOTTESVILLE, VA 22902**



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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

02-29-2012

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

NUMBER

0411000700

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

PROFESSIONS: ENG

SCHNABEL ENGINEERING CONSULTANTS, INC
ONE CARY STREET
RICHMOND, VA 23220



Jimmy W. DeBorja
Jimmy W. DeBorja, Director

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COMMONWEALTH OF VIRGINIA

BOARD FOR APPLSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000700 EXPIRES: 02-29-2012
PROFESSIONS: ENG
SCHNABEL ENGINEERING CONSULTANTS, INC
ONE CARY STREET
RICHMOND, VA 23220



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

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Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, January 30, 2002

This is to Certify that the certificate of incorporation of

KDR Real Estate Services, Inc.

was this day issued and admitted to record in this office and that the said corporation is authorized to transact its business subject to all Virginia laws applicable to the corporation and its business. Effective date: January 30, 2002



State Corporation Commission

Attest:

Joel H. Peck

Clerk of the Commission



Commonwealth of Virginia
State Corporation Commission

Virg

CISM0180

CORPORATE DATA INQUIRY

02/11/11

10:50:51

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

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

STREET: 2500 GRENOBLE RD AR RTN MAIL:

CITY: RICHMOND STATE : VA ZIP: 23294
 R/A STATUS: 2 OFFICER EFF. DATE: 07/09/03 LOC : 143
 ACCEPTED AR#: 211 02 2350 DATE: 01/10/11 HENRICO COUNTY
 CURRENT AR#: 211 02 2350 DATE: 01/10/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
11	100.00					100

(Screen Id:/Corp_Data_Inquiry)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

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

EXPIRES ON
12-31-2012

NUMBER
0226 007129

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

KDR REAL ESTATE SERVICES INC
2500 GRENOBLE RD
RICHMOND, VA 23294



Gordon N. Dixon
Gordon N. Dixon, Director

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

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

EXPIRES ON
03-31-2013

NUMBER
0225 108043

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

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



Gordon N. Dixon
Gordon N. Dixon, Director

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

Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, November 19, 2004

This is to certify that the certificate of organization of

ProAct Public Relations, LLC

was this day issued and admitted to record in this office and that the said limited liability company is authorized to transact its business subject to all Virginia laws applicable to the company and its business. Effective date: November 19, 2004



State Corporation Commission

Attest:

Joel H. Beck
Clerk of the Commission

Commonwealth of Virginia



State Corporation Commission

I Certify the Following from the Records of the Commission:

FROEHLING & ROBERTSON, INCORPORATED, (Entity ID# 0027211-2), is a stock corporation existing under and by virtue of the laws of Virginia, and is in good standing

The date of incorporation is October 11, 1924.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:
August 13, 2009*

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
02-29-2012

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

NUMBER
0411000052

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

PROFESSIONS: ENG

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



James W. DeLoach
JAMES W. DELOACH, Governor

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COMMONWEALTH OF VIRGINIA

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



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

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About DPOR

APELSCIDLA Business License

APELSCIDLA Business License

BUSINESS NAME:	FROEHLING & ROBERTSON INC
TRADING NAME:	
ADDRESS:	6181 ROCKFISH GAP TURNPIKE CROZET, VA 22932-0000
BUSINESS TYPE:	BUS ENITITY BRANCH OFFICE
REGISTRATION NO:	0411000052
INITIAL CERTIFICATION DATE:	APRIL 08, 1992
EXPIRATION DATE:	FEBRUARY 29, 2012

For the professions offered by this office, please see below.

Open Complaints: None

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

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

Closed Complaints: None

"Closed Complaints" reflect complaints closed since 1990. Cases closed without disciplinary action are purged after three years in accordance with DPOR's record retention policy.

To inquire about any disciplinary actions prior to 1990, contact the department's Public Records Section at (804) 367-8583 or RecordsMgt@dpor.virginia.gov.

Associated Professional Licensing Information

(A firm may only offer and/or practice those professional services for which it has licensed/certified professionals associated with the firm.)

NAME:	SIMMONS, CLYDE ANDERSON III
CITY, STATE:	CROZET, VA
OCCUPATION:	PROFESSIONAL ENGINEER 0402
LICENSE:	037906
INITIAL CERTIFICATION:	DECEMBER 09, 2002
EXPIRATION DATE:	DECEMBER 31, 2012

Open Complaints: None

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

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

Closed Complaints: None

"Closed Complaints" reflect complaints closed since 1990. Cases closed without disciplinary action are purged after three years in accordance with DPOR's record retention policy.

To inquire about any disciplinary actions prior to 1990, contact the department's Public Records Section at (804) 367-8583 or RecordsMgt@dpor.virginia.gov.

NAME:	PAPPAS, J L
CITY, STATE:	STUARTS DRAFT, VA
OCCUPATION:	PROFESSIONAL ENGINEER 0402

LICENSE:	012231
INITIAL CERTIFICATION:	OCTOBER 31, 1980
EXPIRATION DATE:	APRIL 30, 2013

Open Complaints: None

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

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

Closed Complaints: None

"Closed Complaints" reflect complaints closed since 1990. Cases closed without disciplinary action are purged after three years in accordance with DPOR's record retention policy.

To inquire about any disciplinary actions prior to 1990, contact the department's Public Records Section at (804) 367-8583 or RecordsMgt@dpor.virginia.gov.

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This web page was last updated: November 28, 2011.

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That QUINN CONSULTING SERVICES INCORPORATED is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is October 24, 1997;

That the period of its duration is perpetual; and

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

Nothing more is hereby certified.

*Signed and Sealed at Richmond on this Date:
August 15, 2011*

Joel H. Peck

Joel H. Peck, Clerk of the Commission





Commonwealth of Virginia
State Corporation Commission

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09/20/11

CISN0180

CORPORATE DATA INQUIRY

14:45:05

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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 RTH 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



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

(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
08-31-2013

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

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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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

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

JOHN KEVIN VICINSKI
4609 MARBLE ROCK CT
CHANTILLY, VA 20151



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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
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