

A DESIGN-BUILD PROJECT

I-64/Route 15 (Zion Crossroads) Interchange Improvements



*Louisa County
Virginia*

Qualifications submitted to the
Virginia Department of Transportation



State Project No.: 0064-054-703, P101, R201 & C501
Federal Project No.: IM-064-2(1155)
Contract ID Number: C00086453DB48

Submitted by



in association with



From: 0.30 Mi. W. Int. Rte. 15 (I-64 EB & WB)
To: 0.35 Mi. E. Rte. 15 (I-64 EB & WB)



ATTACHMENT 3.1.2

0064-054-703, P101, R201 & C501

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

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

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	N/A
Acknowledgement of RFQ, Revision and/or Addenda	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	Appendix 2.10
Letter of Submittal (on Offeror's letterhead)				1-7
Offeror's point of contact information	NA	Section 3.2.1	yes	4
Authorized Representative's signature	NA	Section 3.2.1	yes	6
Principal officer information	NA	Section 3.2.2	yes	4
Offeror's Corporate Structure	NA	Section 3.2.3	yes	4
Affiliated/subsidiary companies	NA	Section 3.2.4	yes	4
Debarment forms	Attachment 3.2.5(a) Attachment 3.2.5(b)	Section 3.2.5	no	Appendix 3.2.5
Offeror's VDOT prequalification evidence	NA	Section 3.2.6	no	Appendix 3.2.6
Evidence of obtaining bonding	NA	Section 3.2.7	yes	7
Professional Services Evidence				4-6
Full size copies of SCC and DPOR registration	NA	Section 3.2.8	no	Appendix

ATTACHMENT 3.1.2

0064-054-703, P101, R201 & C501

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 20-page limit?	SOQ Page Reference
documentation (appendix)				3.2.8
SCC Registration	NA	Section 3.2.8.1	yes	4-6
DPOR Registration (Offices)	NA	Section 3.2.8.2	yes	4-6
DPOR Registration (Key Personnel)	NA	Section 3.2.8.3	yes	4-6
DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.8.4	yes	4-6
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.9	yes	6
Offeror's Team Structure				8-15
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	8-11
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	Appendix 3.3.1
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	Appendix 3.3.1
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	Appendix 3.3.1
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	Appendix 3.3.1
Key Personnel Resume – Public Relations Manager	Attachment 3.3.1	Section 3.3.1.5	no	Appendix 3.3.1
Organizational chart	NA	Section 3.3.2	yes	11

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STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 20-page limit?	SOQ Page Reference
Organizational chart narrative	NA	Section 3.3.2	yes	11-15
Experience of Offeror's Team				16-17
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	Appendix 3.4.1
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	Appendix 3.4.1
Project Risk				18-20
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	18-20



"BETTER, FASTER, SAFE"

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

February 3rd, 2012

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

**Letter of Submittal/Statement of Qualifications for:
I-64/ Route 15 (Zion Crossroads) Interchange Improvement
Design-Build Project
Contract ID Number: C00086453DB48**

Dear Mr. Millikan:

American Infrastructure-VA, Inc. (AI-VA) is pleased to submit our qualifications for the Virginia Department of Transportation (VDOT) I-64/ Route 15 (Zion Crossroads) Interchange Improvement Design-Build project in Louisa County, Virginia. We are one of the largest and most respected contractors in the Mid-Atlantic Region and enjoy a reputation for innovative delivery of complex projects, on time and on budget. We are appropriately qualified to successfully deliver this project and believe our team presents the following strengths:

- * **Award Winning Design-Builder:** We were recently recognized by The Design-Build Institute of America, Mid-Atlantic Region, with the Merit Award in the Transportation Category for the Airport Connector Road PPTA Project in Richmond.
- * **The Right Team:** We have assembled a team that understands design-build delivery. As importantly, a team that understands the requirements of this specific project. Our partners include Rinker Design Associates, P.C. (RDA), NXL Construction Company, Inc. (NXL), S&ME, Inc., Froehling & Robertson, Inc. (F&R), Vanasse Hangan Brustlin, Inc. (VHB) and Pulsar Advertising (Pulsar), all of whom have extensive experience in Design-Build projects. AI-VA, along with our partners (AI Team) will safely deliver a quality project with balanced objectives between schedule, cost, and project controls. Leading this team, AI-VA has proven experience with three recent Design-Build projects: the recently completed Richmond Airport Connector Road Project for Transurban, the Middle Ground Boulevard Extension Project in Newport News, VA and the Route 29 Approaches and Bridge over the Tye River Design-Build Project in Amherst/Nelson Counties, both for VDOT.

AI Experience – Past 5 Years	
\$128M	Federal Projects
\$650M	Projects for DOTs
\$826M	Highway/Road Improvement Projects
\$240M	Design-Build Projects

-
- * **History of Innovation:** AI-VA has returned significant cost savings to the Commonwealth on four large transportation projects through innovative solutions in design and construction. The Hampton Boulevard Grade Separation project in Norfolk (\$39M), the Airport Connector Road Design-Build project in Richmond (\$39M), the Route 29 Approaches and Bridge over the Tye River Design-Build project in Amherst/Nelson County (\$6.7M), and the Middle Ground Boulevard Extension Design-Build project in Newport News VA (\$32.5M). Regarding the I-64/ Route 15 (Zion Crossroads) Interchange Improvement Design-Build project, we understand the unique design characteristics of this interchange and the corresponding risk elements. We are prepared for these challenges and will address them with sound, innovative designs and with well-planned and well-managed construction.
 - * **An Understanding of the Project:** We understand project goals and objectives to include:
 - Improve traffic operations
 - Increase safety at the interchange and along Route 15
 - Implement a unique, alternative interchange configuration (Diverging Diamond Interchange)
 - * **A Commitment to Exceed VDOT Expectations:** We will strive to exceed VDOT's performance expectations through:
 - Using industry-excellent QA and QC procedures for both design and construction
 - Providing high-level professionals with specific experience in Design-Build delivery
 - Developing the project to mitigate schedule slippage and provide opportunities for the advancement of completion dates
 - Acquiring right-of-way and easements in a professional, timely and sensitive manner
 - Maintaining an injury free work environment for all stakeholders
 - * **Proven Safety Performance:** We have a strong culture with regard to safety. Our commitment to safety is evidenced through our policies and our excellent safety performance.
 - * **Financial Strength:** Our construction operations are supported by our financial strength, bonding capacity, and ability to draw from the deep expertise and resources of our affiliated companies; Allan A. Myers, LP and American Infrastructure-MD, Inc. These resources allow AI-VA to provide competitive pricing and apply quality and innovative solutions to benefit the project and the Commonwealth.

The AI Team: AI-VA will lead the Design-Build team of experienced and qualified partners. Our partners have significant experience with VDOT policies, standards, and specifications at both District and Central Office levels. RDA will lead the design for our team. They are a Virginia-Certified Small Business who has been providing professional services throughout the Commonwealth for over 30 years. In support of RDA, VHB will provide traffic engineering, traffic modeling, and diverging diamond interchange implementation oversight; and F&R, a certified SWaM, will provide design geotechnical services.

Leading the Quality Assurance Program will be NXL who will operate independently from the design, design Quality Control, and construction Quality Control portions of the team. Working with NXL will be S&ME, serving as the independent QA Materials Testing laboratory. AI-VA will also be supported by F&R, for construction Quality Control; and Pulsar (a certified SWaM and DBE) for Public Outreach. We have selected these firms to build the strongest and most qualified Team for this project.

Safety Program: AI-VA has a work performance culture in which safety is strongly intertwined and in which "Everyone Has a Voice". We conduct two daily meetings with each crew - one before work starts and the other after work finishes. All team members are encouraged to openly address safety concerns

during those meetings. Every team member and stakeholder within the project also has the right to stop work if there is a safety issue. A project is only considered successful when the goal of zero incidents is achieved. It is our policy to perform work in the safest manner possible, consistent with good construction practices.

We will provide a full-time Safety Coordinator dedicated to the I-64/ Route 15 (Zion Crossroads) Interchange Improvements Design-Build project. We require 100% compliance in wearing hardhats, eye protection, and foot protection. Everyone on the project site will be required to comply with the safety policies and procedures established by our team. As part of our Project Safety and Loss Control Policy, this project, like all of our projects, will have a crisis management plan in place prior to mobilizing.

AI-VA has extensive safe-work experience for bridge and roadway projects. We institute comprehensive fall protection programs for our projects and use a job-specific Crane Safety Program; mandatory on every project requiring cranes. All roadway crews and supervisors are appropriately certified through ATSSA.

The table below shows evidence of AI-VA’s industry-excellent commitment to safety and the success of our programs. Safety performance data includes Experience Modification Rate (EMR), OSHA Recordable Incident Rate (RIR), Lost Time Incident Rate (LTIR), number of OSHA Citations (OSHA) and number of VOSH Citations (VOSH). This data represents over 2,450,000 man-hours (MH) of performed construction work. These rates reflect an exceptional safety performance relative to the industry average of 1.0 for EMR and 2.3 for RIR.

Year	EMR	RIR	LTIR	OSHA	VOSH	MH
2010	0.80	0.99	0.00	0	0	394,045
2009	0.75	0.42	0.00	0	2	471,668
2008	0.68	2.74	0.48	0	0	538,208
2007	0.66	4.20	0.52	0	0	463,274
2006	0.78	6.71	0.44	0	0	592,424



Safety Training: We believe that providing industry-excellent safety training to our employees will help us achieve the goal of “HOME-SAFE-TONIGHT” for every person on our projects.

Why the AI Team? Because we use a collaborative approach and have the experience and expertise that sets us apart.

- * We believe value is more than just price
- * We place safety and quality above all else
- * We believe challenges are opportunities
- * We understand the unique elements of this project
- * We collectively have over 348 years of experience among our seven partners

Our team will seamlessly support and represent the Department in designing and constructing the I-64/ Route 15 (Zion Crossroads) Interchange Improvements Design-Build project. Equally important, we will partner with VDOT to develop innovative solutions that will make this Project successful and relieve congestion for the traveling public. The AI Team offers the following information as requested in **Section 3.2** of the Request for Qualifications.

3.2.1 David Nardon is the point of contact for The AI Team relative to this SOQ. Required contact information follows:

J. David Nardon 804.290.8528 (Telephone)
 Design-Build Project Manager 610.222.4351 (Fax)
 301 Concourse Blvd, Suite 300 443.876.6367 (Cell)
 Glen Allen, VA 23059 david.nardon@americaninfrastructure.com

3.2.2 The principal officer of American Infrastructure-VA with whom a Design-Build contract with VDOT would be written is:

Aaron T. Myers 804.290.8525 (Telephone)
 Vice President/General Manager 610.222.3360 (Fax)
 301 Concourse Blvd, Suite 300 aaron.myers@americaninfrastructure.com
 Glen Allen, VA 23059

3.2.3 American Infrastructure-VA, Inc. is a registered Corporation in the Commonwealth of Virginia and will take financial responsibility for the Project without limitation. AI-VA has a bonding capacity of \$600M.

3.2.4 The affiliated companies of American Infrastructure-VA, Inc. are:
American Infrastructure–MD, Inc. **Allan A. Myers, L.P.**
 2011 Belair Road 1805 Berks Road
 Fallston, MD 21047-2721 Worcester, PA 19490

3.2.5 Certification Regarding Debarment: The executed Primary & Lower Tier Attachments 3.2.5(a) and (b) are included in *Appendix 3.2.5*.

3.2.6 Evidence of VDOT Prequalification: AI-VA Vendor No. G303. Working Classes: Excavating, Major Structures, Drainage Structures, Underground Utilities and Asphalt Pavement. A copy of our prequalification certificate can be found in *Appendix 3.2.6*.

3.2.7 Evidence of Bonding and Surety: AI-VA has the capability to obtain a performance and payment bond on the estimated contract value of the project. Our letter from Liberty Mutual Surety (dated February 3, 2012) supporting this information is found on page 7 of our Statement of Qualifications.

3.2.8 Evidence of professional services: The matrix below provides a summary of professional licenses held by members of our team who are offering professional services for the Project. Full size copies of individual licenses for AI Team business entities and Key Personnel are provided in *Appendix 3.2.8*.

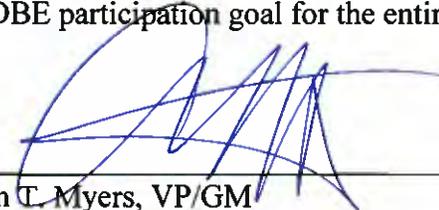
3.2.8.1	3.2.8.2	3.2.8.3	3.2.8.4
American Infrastructure – VA, Inc. 0113780-1 Corporation <i>Status: Active</i>	44209 Wade Drive Chantilly, VA 20152 <i>Class A Contractors</i> 2701 009872A <i>Exp.</i> 12.31.12	N/A	N/A

<p>Rinker Design Associates PC 0227062-7 Corporation <i>Status: Active</i></p>	<p>301 Concourse Boulevard Suite 120 Glen Allen, VA 23059 <i>Eng</i> 0410 000220 <i>Exp. 02.29.12</i></p> <p>9300 W. Courthouse Road Suite 300 Manassas, VA 22110 <i>Eng, LS</i> 0405 000502 <i>Exp. 12.31.13</i></p>	<p>Design Manager Darell Lee Fischer 14101 Spring Gate Terrace Midlothian, VA 23112 <i>Professional Engineer</i> 0402 023296 <i>Exp. 06.30.12</i> Glen Allen, VA Office</p>	<p>9300 W. Courthouse Road Suite 300 Manassas, VA 20110 <i>Real Estate</i> <i>Appraisal</i> 4008 001684 <i>Exp. 02.28.13</i></p>
<p>NXL Construction Services, Inc. 0349742-7 Corporation <i>Status: Active</i></p>	<p>114 E. Cary Street, Suite 200 Richmond, VA 23219 <i>Eng, LS</i> 0407 003031 <i>Exp. 12.31.13</i></p>	<p>Quality Assurance Manager Michael William Saunders, PE 4500 Litchfield Drive Chesterfield, VA 23832 <i>Professional Engineer</i> 0402 041295 <i>Exp. 12.31.2013</i> Richmond Office</p>	<p>N/A</p>
<p>S&ME, Inc. F115456-8 Foreign Corporation <i>Status: Active</i></p>	<p>8211 Hermitage Road Richmond, VA 23228 <i>Eng</i> 0411 000524 <i>Exp. 02.29.12</i></p>	<p>N/A</p>	<p>N/A</p>
<p>Froehling & Robertson, Inc. 0027211-2 Corporation <i>Status: Active</i></p>	<p>3015 Dumbarton Road Richmond, VA 23228 <i>Eng</i> 0407 000098 <i>Exp. 12.31.13</i></p> <p>6181 Rockfish Gap Turnpike Crozet, VA 22932 <i>Eng</i> 0411 000052 <i>Exp. 02.29.12</i></p>	<p>N/A</p>	<p>N/A</p>
<p>Pulsar Advertising, Inc. F160855-5 Foreign Corporation <i>Status: Active</i></p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

Vanasse Hangan Brustlin, Inc. F117044-0 Corporation <i>Status: Active</i>	115 South 15 th Street Suite 200 Richmond, VA 23219 <i>Eng, LS</i> 0407 003225 <i>Exp. 12.31.13</i> 8300 Boone Boulevard Suite 700 Vienna, VA 22182-2624 <i>Eng</i> 0411 000427 <i>Exp. 02.29.12</i> 5544 Greenwich Road Suite 302 Virginia Beach, VA 23462 <i>Eng, LS, LA</i> 0411 000348 <i>Exp. 02.29.12</i> 351 McLaws Circle Suite 3 Williamsburg, VA 23185- 6316 <i>Eng, LS</i> 0411 000235 <i>Exp. 02.29.12</i>	N/A	N/A
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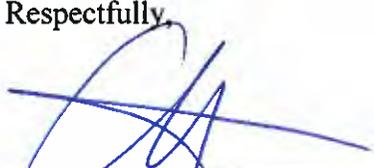
3.2.9 DBE Goal Statement: It is the policy of American Infrastructure - VA to support the establishment, preservation of, and contribute to, the viability of small businesses owned by women and minorities. AI-VA is committed to achieving a 17% DBE participation goal for the entire value of the contract.

Dated: February 3, 2012

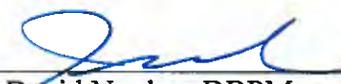
By: 

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

We are committed to delivering a successful, quality project to VDOT on time and on budget. Our commitment to VDOT is focused and we look forward to partnering with you on this important project.

Respectfully,


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



J. David Nardon, DBPM
American Infrastructure – VA, Inc.

ROSENBERG & PARKER

S U R E T Y B O N D S

February 3, 2012

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

Re: American Infrastructure-VA, Inc.
Request for Qualifications – A Design-Build Project
State Project No.: 0064-054-703, P101, R201, & C501
Contract ID No. C00086453DB48
I-64/Route 15 (Zion Crossroads) Interchange Improvement Exit 91 Interchange
From: 0.30 MI. W. Int. Rte. 15 (I-64 EB & WB)
To: 0.35 MI. E. Rte. 15 (I-64 EB & WB)

To Whom It May Concern:

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

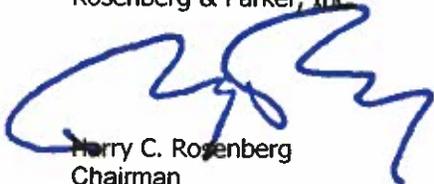
In accordance with the normal practice, the willingness of Liberty and Arch to extend suretyship will be based on their underwriting of the account at the time the bonds are requested. This letter shall be valid for a period of 180 days from the date of this letter.

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

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

Sincerely,

Rosenberg & Parker, Inc.



Harry C. Rosenberg
Chairman

HCR/mgh

cc: Mr. Jack Butler, Liberty Mutual Insurance Company
Mr. Russ Wilson, Arch Insurance Company

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

p 610.668.9100 • p 800.394.9200 • f 610.667.5200

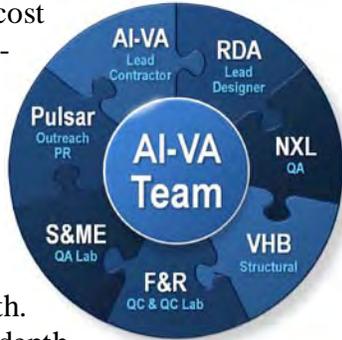
info@suretybond.com • suretybond.com



3.3 Team Structure



Offeror's Team: AI-VA has strategically developed this project team to provide VDOT a strong, economical and experienced Offeror. We selected our team based on expertise, relevant experience, historical performance and overall benefit to the project. Each partner is a complementary fit within the team, and will provide quality, cost effective and value-added services. All team members have prior teaming experience with either AI-VA or RDA, and in many cases, with both. Together, we have the depth and strength to deliver this project safely, efficiently and with considerable value to VDOT.



AI-VA has the ability to self-perform the majority of work on the I-64/ Route 15 (Zion Road) Interchange Improvement Design-Build Project. Similarly, RDA has the ability to self-perform most of the design and engineering disciplines. However, given the complexity and size of the project, we will strengthen our team by adding subconsultant partners with strategic expertise. All design subconsultants will contract with RDA while all subconsultants or subcontractors required for construction will contract with AI-VA.



American Infrastructure (AI) has provided quality

construction services in the Mid-Atlantic region since 1939 and as American Infrastructure-VA,

American Infrastructure Rankings

Engineering News Record (ENR)

- #120 Top 400 Contractors
- #68 Top 200 Environmental Firms
- #30 Domestic Heavy Highway

McGraw-Hill

- #13 Mid-Atlantic Top Contractors

Inc. (AI-VA) in the Commonwealth of Virginia

since 1970. A Virginia contractor with a regional workforce of more than 320 employees and 458 pieces of heavy equipment and rolling stock, AI-VA has the available skilled craft and equipment to respond immediately to the needs of this project. AI-VA is backed by the resources of its parent company, American Infrastructure, with a fleet of over 2,000 pieces of heavy equipment and rolling stock and a dedicated staff of more than 1,600 people. With annual revenues in excess of \$500M, AI has performed over \$2.3B of construction in the Mid-Atlantic area over the last five years with \$1.6B of this work specifically in the highway and bridge sectors. AI-VA is licensed to operate in all major municipalities in the region for bridges, highways, utilities, and wastewater construction. AI-VA is committed to using local labor and establishing relationships with local small businesses and minority firms.



Rinker Design Associates, P.C. (RDA) will be the lead designer for this project and provide AI-

VA with multi-disciplinary designs. RDA is a mid-sized firm with more than 85 employees located in Richmond, Manassas and Fredericksburg, Virginia. Providing professional services throughout the Commonwealth since 1982, RDA is a Virginia-Certified Small Business (DMBE Certification #652784), and a member of the United States Green Building Council. RDA is a leading provider of professional civil, transportation and environmental engineering, surveying, land planning, and permitting services to both the public and private sectors. RDA brings Design-Build/PPTA experience having completed two PPTA's and two Design-Builds, with an additional Design-Build project currently underway with AI-VA.



NXL Construction Company, Inc. (NXL) will provide independent

Quality Assurance inspection and testing for this project. They are a Virginia certified DBE (#626437) founded in 1989 and based in Richmond, Virginia with offices throughout Virginia. NXL provides surveying, construction

management/inspection services and project controls for transportation projects.

VHB Vanasse Hangen Brustlin, Inc. Vanasse Hangen Brustlin, Inc. (VHB)

will provide traffic engineering, traffic modeling and Transportation Management Plan analysis. VHB is a part of our team to bring national-level Diverging Diamond Interchange (DDI) design expertise. For the Federal Highway Administration (FHWA), VHB conducted a definitive effort on the best available data and practices for alternative intersection and interchange treatments, including the first-ever documented guidelines for the design, operation, and construction of the Diverging Diamond Interchange (also known as a Double Crossover Diamond Interchange). For this effort, VHB developed a comprehensive report published by FHWA, the Alternative Intersections/Interchanges Informational Report (AIIR) along with a technical brief “Double Crossover Diamond Interchange”. Roadway designers

across the country use this document. VHB literally “wrote the book” on how best to design the unique interchange and the very same people who wrote these national guidelines also have the practical Virginia design experience to convey to the Zion Crossroads project.

As part of this report, VHB developed a chapter specifically dedicated to design and operations guidelines for the DDI, which provides highly relevant information on the following elements, all of which are directly relevant to future design considerations for Zion Crossroads:

- Radii of the crossover movement
- Crossover angle between the opposing thru lanes on the bridge deck
- Visual separation techniques for vehicles in opposing traffic stream including glare screens, medians, etc.
- Median design to prohibit wrong-way movements within the DDI footprint
- Means by which to minimize the overall interchange footprint while also accommodating necessary median widths for appropriate signage and possible pedestrian accommodations
- Effects of median width and sign locations on traffic and pedestrian accommodations and operations
- Accessibility to adjacent land use, including minimum distances to median breaks and design of nearby driveways
- Alternative signal phasing schemes
- Signal pole and signal head placement
- Directional guidance by using specific arrow signal head displays
- Special signing and marking needs for the unique configuration
- Accommodation of pedestrians, bicyclists, and transit users, with particular attention to wayfinding, bus stop locations, and crossing locations
- Construction sequencing alternatives
- Considerations of using one or multiple signal controllers and backup planning for emergency operations.





Froehling & Robertson (F&R) will provide

Quality Control construction inspection and field testing services for the team and serve as the independent QC materials testing lab for the project. F&R is a multi-disciplinary engineering firm providing a full range of services, including construction management, construction materials testing and environmental and geotechnical engineering. Based in Richmond with offices in Crozet and Roanoke, F&R has the local resources to deliver quick, efficient, and cost-effective services required for this project. F&R is a woman-owned business (SWaM Cert# 649650) in operation since 1881.



Pulsar Advertising (Pulsar) will provide public relations and public outreach. They are a minority owned business (DBE Certification #005622) established in 1992. Pulsar is one of the nation's premier advertising agencies specializing in transportation and transit marketing, branding, advertising and public relations. They have successfully collaborated on numerous large highway projects in Virginia, including the Springfield Interchange and the Dulles Metrorail Extension. Pulsar can draw from these projects and a deep portfolio of other challenging projects to provide unique and innovative approaches to maintain stakeholder awareness.



S&ME, Inc. will provide independent

Quality Assurance laboratory services for NXL. Founded in Raleigh, North Carolina in 1973, they have grown to over 1000 employees in 9 states. S&ME is an award winning engineering and environmental services firm ranked in Engineering News-Record (ENR) magazine's Top 500 Design Firms and Top 200 Environmental Firms. As a member of our team, they are focused on safely providing technically excellent services, governed by unquestioned integrity, and aimed at cost-effectively accomplishing our objectives.

3.3.1 Key Personnel: We have identified the five key personnel for this project.

3.3.1.1 Design-Build Project Manager (DBPM)

Mr. David Nardon (AI-VA) will be responsible for the overall project design, construction, quality management, and contract administration for the project. He will be the primary point of contact for VDOT and other agencies. Mr. Nardon has 38 years of experience as a Senior Manager for similar types of projects.

3.3.1.2 Quality Assurance Manager (QAM) -

Mr. Michael Saunders, PE (NXL) will be responsible for QA inspection and compliance testing of materials and work performed, in conformance with the contract requirements and the "approved for construction" plans and specifications. This includes monitoring of the AI Team's QC program. Mr. Saunders is a licensed professional engineer in the Commonwealth of Virginia with over 11 years of experience. As part of NXL, a separate and independent operating entity, he will not be involved in construction operations. Mr. Saunders has worked extensively with VDOT having spent the first 11 years of his career working for VDOT.

3.3.1.3 Design Manager (DM) - Mr. Darell

Fischer, PE (RDA) will be responsible for leading and coordinating the individual design disciplines including roadway, bridge, drainage, utilities, right-of-way, maintenance of traffic (MOT), geotechnical and environmental. He will ensure the overall project design conforms to the contract documents and VDOT standards. He will implement the recommendations provided by design QA/QC team. Mr. Fischer is a licensed professional engineer in the Commonwealth of Virginia with over 25 years of design and management experience.

3.3.1.4 Construction Manager (CM) - Mr. Paul

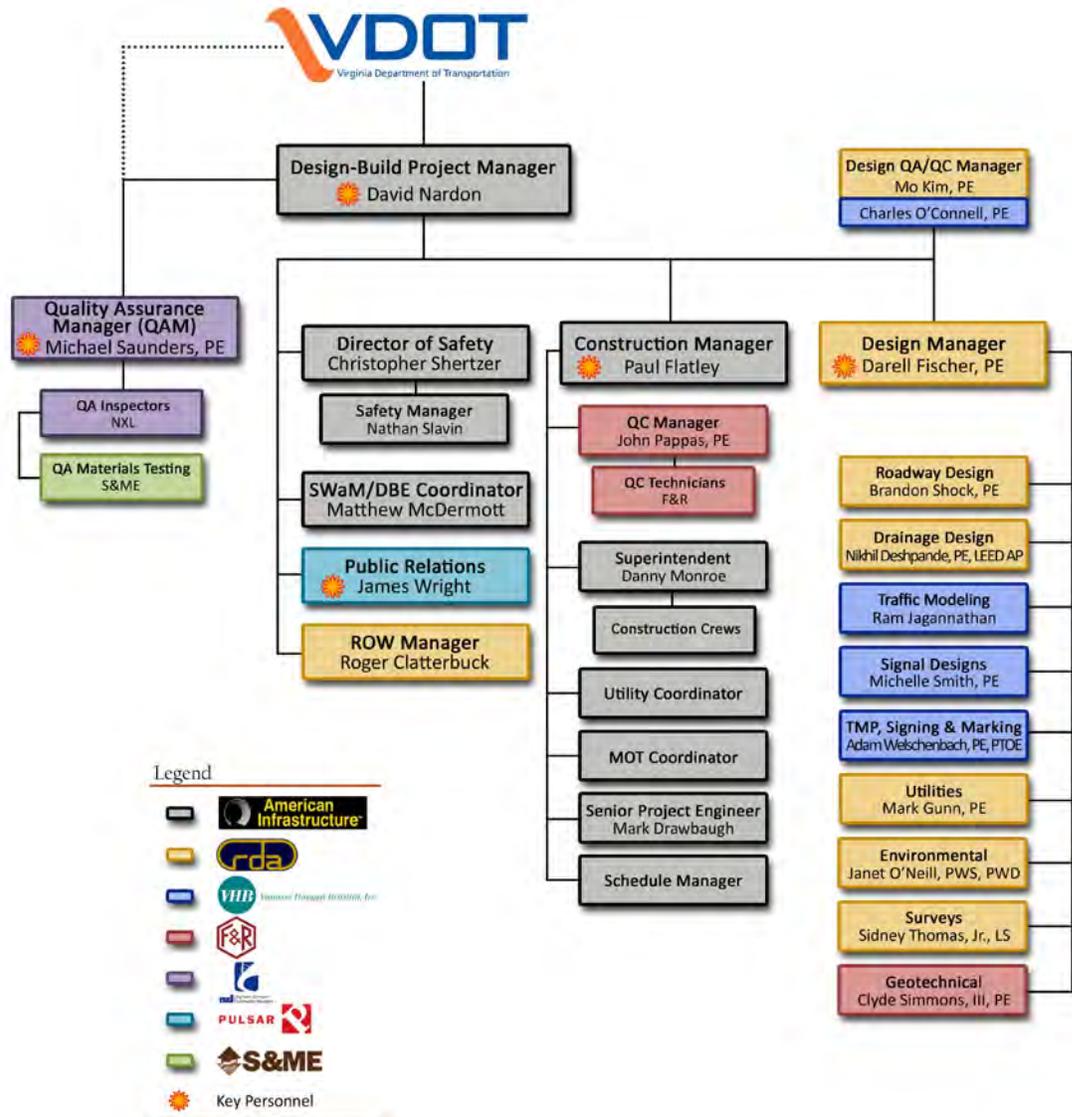
Flatley (AI-VA) will be responsible for managing the construction process, including QC activities. He will be on the project site for the duration of the construction operations and will ensure materials used and work performed meet contract

requirements and “approved for construction” plans and specifications. Mr. Flatley brings 9 years of construction experience to the project. He holds a VDOT Erosion and Sediment Control Contractor Certification (ESCCC) (#3778C) and will obtain a Virginia Department of Conservation and Recreation (DCR) Responsible Land Disturber (RLD) Certification prior to construction activities.

3.3.1.5 Public Relations Manager - Mr. James Wright (Pulsar) will serve as the project Public Relations Manager and will work hand-in-hand with Mr. Flatley to keep the public “in the loop” regarding construction operations. Collaborating with stakeholders, Mr. Wright will develop a comprehensive public outreach strategy. As our liaison, he will conduct meetings with stakeholders, agencies, property owners, and the Design-Build Team. He will provide VDOT with project

updates for posting to the VDOT website and content information for VDOT news releases. Mr. Wright has 38 years of experience in public relations, advertising and outreach, and has significant experience working with VDOT.

3.3.2 Organizational Chart: The organizational chart illustrates the “chain of command” and functional structure of our team. It shows a clear separation between Quality Assurance (QA) and construction. The organizational chart also shows a fully independent integration of Quality Control (QC) and QA operations. The following symbol identifies Key Personnel.



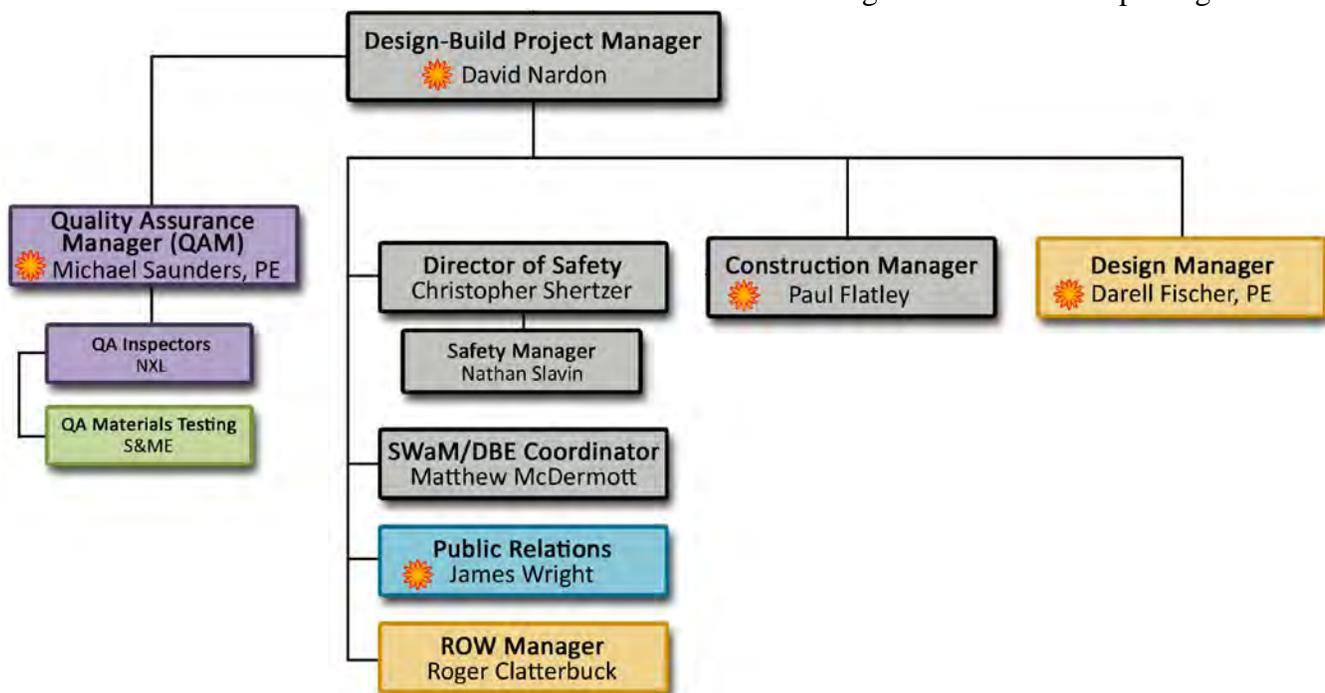
Functional Relationships: As DBPM, David Nardon is ultimately responsible for the successful completion of this project. He will be the primary point of contact for VDOT from the submission of the SOQ through project completion, and will work directly with the VDOT Project Manager. Mr. Nardon will have the authority to act for the AI Team on all matters related to the project. Described below, are the functional relationships shown graphically in the organizational chart.

Primary Design-Build Management Team: Our management team includes the five designated Key Personnel with three additional positions. These are Director of Safety, **Christopher Shertzer**; SWaM/DBE Coordinator, **Matthew McDermott**; and ROW Acquisition services, **Roger Clatterbuck**. This team of professionals provides our DBPM with additional depth of expertise needed to deliver a safe and compliant project. Maintaining open and direct lines of communication with the public and all team members is critical to the success of the project.

Christopher Shertzer (AI-VA), Director of Safety, will be responsible for monitoring the

safety on the project. He will help to ensure construction activities meet or exceed AI corporate safety standards, and comply with site-specific safety policies. Mr. Shertzer brings a comprehensive safety and construction background to the I-64 / Route 15 (Zion Road) Interchange Improvements Design-Build Project and provides safety management for all projects in Virginia. He has managed the safety program on several large highway projects. He recently managed the safety team for the Richmond Airport Connector Road Design/Build project, completed without incident or injury. Safety Coordinator Nathan Slavin (AI-VA) will support Mr. Shertzer. Mr. Slavin will be on site full time and is responsible for implementation and administration of AI-VA's safety practices and policies. His 11 years of experience have proven an extremely valuable asset to the AI Team.

Matthew McDermott (AI-VA), SWaM/DBE Coordinator, will be responsible for the solicitation of SWaM/DBE firms during the RFP phase of the submittal, and for the management of SWaM/DBE firms during procurement after award. He will ensure we meet the Disadvantaged Business Enterprise goal for this



project and act as a mentor to firms who are new to the process. Mr. McDermott will use public media advertisements and the VDOT prequalified SWaM/DBE list to achieve the project goal.

Roger Clatterbuck (RDA), Right-Of-Way (ROW) Manager, will be responsible for administering the negotiations and the closing processes for land acquisitions. Mr. Clatterbuck has over 36 years of experience in real estate appraisal services and will oversee all work related to these transactions. Local appraisers and appraisal reviewers will support him. RDA’s right of way group is VDOT certified and staffed with negotiators and professionals who average over 35 years of experience. Mr. Clatterbuck and his team have completed successful ROW acquisition projects for both state and local municipalities.

Quality Assurance Team: Quality Assurance Management for construction will be performed by NXL and led by QAM, **Michael Saunders, PE**. He will be responsible for independent QA oversight of all construction activities. He will report directly to David Nardon, DBPM, and indirectly to VDOT. Mr. Saunders will have the authority to stop any work not meeting contract requirements.

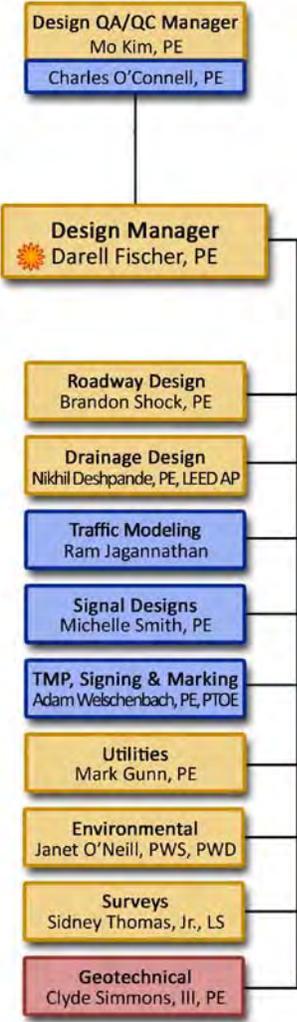


In accordance with VDOT’s Minimum Quality Control and Quality Assurance Requirements for Design-Build and PPTA Projects, he will maintain independent oversight of the project. Supporting Mr. Saunders will be several QA inspectors and S&ME for QA Materials Testing. As required by VDOT’s guidelines, our team’s Quality Assurance (QA) program will be completely independent from our Quality Control (QC) program.

Design Team: Darell Fischer, PE will manage all design disciplines associated with this project and will report directly to Mr. Nardon. His

primary functions will be to ensure design plans are coordinated with utilities, right-of-way, TMP, and environmental permitting. He will also coordinate geotechnical engineering to establish the design parameters. The following team members, each of whom will provide design services in their area of expertise, support Mr. Fischer:

Mo Kim, PE (RDA) will lead our Design QA/QC team. He will oversee independent design QC and QA reviews in accordance with VDOT’s “Minimum Requirements for Quality Assurance and Quality Control on Design Build and Public-Private Transportation Act Projects (January 2012)” and report directly to Mr. Fischer. Mr. Kim has over 17 years of experience in all capacities related to design, including Design Manager on the Route 15 PPTA/Design-Build project. Assisting Mr. Kim will be **Charles (Charlie) O’Connell, PE** (VHB). Mr. O’Connell has national experience with the development and implementation of DDI’s. Specifically, Mr. O’Connell developed the construction sequencing guidelines for the DDI section of the FHWA AIIR publication. He will be responsible for providing QC of the DDI layout and TMP.



Brandon Shock, PE (RDA) will be responsible for horizontal and vertical geometrics, plan detailing, and overall development of the

roadway plans. Mr. Shock has over 12 years of experience providing design services to VDOT and local jurisdictions. He recently fulfilled this same role on three Design-Build projects: Middle Ground Boulevard Extension Project (VDOT), Route 36 Improvements Project (VDOT) and the Crosspointe Centre Roadway Improvements Project (Prince George County). Having recent design-build experience, he has a complete understanding of project requirements and applicable standards and specifications.

Nikhil Deshpande, PE (RDA) will design all proposed storm drainage and storm water management. Mr. Deshpande has 9 years of experience in roadway drainage design in Virginia, most recently as Senior Drainage Design Engineer for the I-81 Exit 310 Interchange Improvements project.

Ram Jagannathan (VHB) will provide traffic modeling expertise to ensure that the design will function as intended. As the primary author and project manager for FHWA’s Publication “Alternate Intersections/ Interchanges: Informational Report (AIIR)”, Mr. Jagannathan is intimately familiar with the details of a DDI and brings a deep understanding of the operational requirements and issues for such interchanges.

Michelle Smith, PE (VHB) will be responsible for leading traffic analyses and engineering designs. Ms. Smith has over 11 years of experience in traffic analysis and signal design. Ms. Smith authored a substantial portion of the DDI chapter of the FHWA AIIR publication related to traffic control device design and geometric design, which will add considerable value to the design of signal control and intersections on the Zion Crossroads project.

Adam Welschenbach, PE (RDA) will be responsible for leading TMP, signing and pavement marking designs. Mr. Welschenbach has over 11 years of experience in traffic, roadway and TMP design.

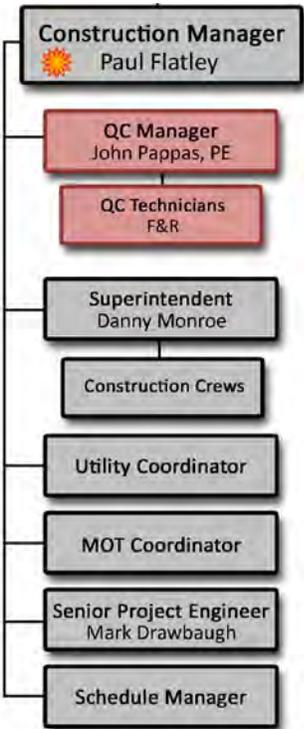
Mark Gunn, PE (RDA) will be responsible for utility coordination and design. He will preside over Utility Field Inspection meetings; obtain, review and approve Plans and Estimates, and assist in acquiring land rights for relocations. Mr. Gunn has over 14 years of experience.

Janet O’Neill, PWS, CWD (RDA) will lead environmental efforts to obtain required permits and ensure compliance with permit conditions. Ms. O’Neill presently oversees RDA’s environmental staff and has over 35 years of experience identifying environmental resources and permitting throughout the Commonwealth. Her strong working relationship with VDOT and other state and federal review agencies results in faster response times on agency approvals.

Sidney Thomas, LS (RDA) will lead survey efforts to ensure that all elements are updated and coordinately correct. Mr. Thomas has over 28 years of experience in providing topographic, route surveys.

Clyde Simmons, PE (F&R) will be responsible for geotechnical investigations for this project. With more than 14 years of experience providing geotechnical services, he has been involved in numerous VDOT projects throughout the region.

Construction Team: Construction Manager, Paul Flatley, will lead the Construction Team. His current assignment is Project Manager for design management and pre-construction services on the \$6.7M VDOT RT29 NBL Bridge Replacement over Tye River Design-Build project in Amherst, VA. He will have overall





responsibility of day-to-day operations for I-64/Route 15 (Zion Road) Interchange Improvement Design-Build project and will be located on-site full time. Mr. Flatley will report directly to Mr. Nardon, the DBPM.

The following team members will support Mr. Flatley:

John Pappas, PE (F&R), our Quality Control Manager, will oversee quality control inspection and testing for construction and prepare necessary reports. He will ensure construction conforms to the quality expectations of VDOT. Mr. Pappas has over 30 years of experience in construction materials testing and inspection services. This experience includes testing (laboratory and field), inspection of soils and foundations, reinforced concrete structures, stone base and asphalt pavement.

Danny Monroe (AI-VA), Project Superintendent will be responsible for all field operations. Field Superintendents, Foremen and subcontractors will report to Mr. Monroe. He has 30 years of

experience in complex highway and bridge projects. Mr. Monroe holds an RLD Certification and an ESC certification from VDOT. He is also a certified traffic control supervisor from ATTSA. Mr. Monroe has worked on several projects with our CM, Mr. Flatley, including the Mulligan Road – Phase I project. He also was the superintendent for two of our three projects shown in section 3.4.1 Contractors’ Work History Forms.

Mark Drawbaugh (AI-VA) currently is our Project Engineer for the \$14M VDOT Route 10 Widening Project in Chesterfield County, VA. He is responsible for all project engineering, scheduling and project controls.

We have identified the additional roles we consider necessary to deliver this project successfully:

- Utility Coordinator
- MOT Coordinator
- Schedule Manager

3.4 Experience of Team

American Infrastructure-VA (AI-VA) has experience with projects similar to the I-64/ Route 15 (Zion Road) Interchange Improvement Design-Build Project both in scope and delivery method. **Appendix 3.4.1** (Lead Contractor – Work History Forms) contains three relevant projects demonstrating our qualifications to fill the role of Lead Contractor. These projects include:

- Richmond Airport Connector Road– *Design-Build*
- Mulligan Road – Phase I – *Design-Bid-Build*
- Watkins Center Parkway – *Design-Bid-Build*

AI-VA and our affiliated companies have delivered many complex and challenging highway projects. These have ranged in size from small to large projects exceeding \$200M in contract value. Under Design-Build deliveries, we have constructed highway projects in Virginia, Pennsylvania and Maryland. **To date, AI has been awarded over \$240M of Design-Build projects.**

In Virginia, our active Design-Build highway projects include the Middle Ground Boulevard Extension Project in Newport News (\$32.5M) and the Route 29 Bridge over Tye River in Amherst/Nelson Counties (\$6.7M), which will finish 11 months ahead of schedule. We recently completed the Richmond Airport Connector Road in Richmond (\$39M) finishing 3 months ahead of schedule. This project was awarded the Design Build Institute of America, Mid-Atlantic Region Merit Award for Transportation. Progress reports received from owners on these projects have been very positive and recognize the success of AI’s planning and scheduling processes.

We seek projects where we can best apply our strengths of innovation and project execution. Typically, these are projects with challenges such as aggressive schedules, technical complexities, environmental sensitivities, or having elements requiring intense and detailed planning. Consequently, we are experienced in dealing with many challenges, including those contained within this project such as demanding MOT requirements, uncertain geotechnical conditions and sensitive Right-of-Way (ROW) acquisitions. With regard to

MOT, we recently completed a \$171M, 5.3 mile widening of the PA Turnpike that required accommodating more than 60,000 vehicles daily.

As a lead designer, RDA has extensive experience on Design-Build/Public Private Partnership Projects (PPTA) projects. **Appendix 3.4.1** (Lead Designer – Work History Form) contains three relevant projects demonstrating their qualifications to fill the role of Lead Designer. These projects include:

- Route 36 Improvements – *Design-Build*
- James Madison Highway (Route 15) – *PPTA*
- Stringfellow Road (Route 645) Widening – *Design-Bid-Build*

Additionally, RDA completed the Crosspointe Centre Roadway Improvements Design-Build project in Prince George County and the Sudley Manor Drive PPTA project, both of which required skills and expertise similar to this project. Furthermore, RDA is in the final design stages of the I-81/Exit 310 VDOT project which also demonstrates their qualifications and abilities with regard to this project.

AI-VA and RDA have an established relationship. We are working together on the Middle Ground Boulevard Extension Design-Build project in Newport News, VA for VDOT and are short-listed on the I-581/Elm Avenue Interchange Improvements Design-Build project in Roanoke and Rt. 29 Charlottesville Bypass Design-Build project in Albemarle County.

We share similar philosophies regarding quality, performance and our approach to completing work ahead of schedule. We also share similar values and business ethics. We have developed integrated processes with open and effective lines of communication.

The synergy of our relationship is an asset that will benefit this project and VDOT.



AI-VA and RDA each, have long-standing relationships with the subconsultants and subcontractors for this project, and understand the value they bring to the team. Because AI-VA intends to self-perform the majority of construction to control schedule and cost, major subcontractors are not anticipated. However, we will be working with select and local subcontractors for specific project needs and to meet SWaM/DBE goals.

Working Relationships with Subconsultants:

AI-VA and **F&R** have successfully worked together on past design-build projects and have a strong understanding of each other’s approach to providing solutions. Our firms enjoy a similar culture and work ethic. **F&R** provided Quality Control and Testing for the recently completed \$39M Design-Build Richmond Airport Connector Road in Richmond. **Pulsar** provided PR on this project as well. Currently F&R is providing the AI Team with Quality Control services on the \$6.7M Design-Build reconstruction of Route 29 Bridge over the Tye River, and the \$32.5M Middle Ground Boulevard Extension Design-Build project in Newport News VA.

Additionally, **AI-VA**, **F&R**, and **Pulsar** teamed and were shortlisted for other Design-Build pursuits, one being the Route 61 Narrows Bridge over the New River in Giles County Virginia, and the other, the Route 60 Bridge Replacement Project in Clifton Forge Virginia. As previously mentioned **AI-VA**, **RDA**, **VHB**, **F&R**, and **Pulsar** are teamed on the Middle Ground Boulevard Extension Design-Build project in Newport News. With the exception of VHB, this same team is short-listed to propose on the I-581/Elm Avenue Interchange Improvement Design-Build project in Roanoke. **AI-VA**, **RDA**, **NXL**, **F&R**, and **S&ME** are teamed and shortlisted on the Route 29 Charlottesville Bypass Design-Build project.

RDA, the Lead Designer for the Project, has teamed with many of the identified subconsultants including **NXL**, **VHB** and **F&R**. Currently, **RDA**, **NXL** and **F&R** are teamed on the Route 36 Improvements Design-Build project in Prince

George County and City of Hopewell, in identical roles to those planned for this project.

Strength of our Teaming Partners: **NXL** is an experienced design-build partner. They have been involved in numerous design-build projects, primarily in the QA role. Their design-build experience includes: Pacific Boulevard Widening (Northern Virginia District); Route 36 Improvements (Richmond District); I-81 Corridor Safety and Operational Improvements (Salem District); I-295/Meadowville Road Interchange Project (Richmond District) and Route 60 – Main Street bridge replacement (Staunton District).

When VHB was developing the FHWA Alternative Intersection/ Interchanges Informational Report, there were no DDI implementations in the United States at that time. VHB staff worked alongside FHWA staff and Missouri DOT engineers on the design of the first DDI in the United States located at I-435 and Front Street in Kansas City, Missouri. They provided Missouri DOT with guidance and expertise using the FHWA driver simulator as well as



guidance obtained through the national research documented in the AIIR. In addition to developing the AIIR, VHB also developed and conducted 10 design workshops sponsored by FHWA all around the US, educating engineers and designers throughout the country on best practices, including a successful design workshop with VDOT and local Virginia transportation agencies. Moreover, through this national investigation and the follow-on workshops, VHB developed close working relationships with engineers and designers throughout the country that have implemented DDIs, and can offer unique insights relevant to their experiences with the DDI configuration.

The American Infrastructure-VA Team (AI-VA) has evaluated the I-64/Route 15 (Zion Crossroads) Interchange Improvements Design-Build project in great depth and believes there are several challenging aspects. The use of a Diverging Diamond Interchange (DDI) is a new concept that has not been used in Virginia previously. A DDI requires traffic to cross over to the opposite side of the road in order to maximize the use of free-flow movements. This crossover is contrary to motorist expectation; therefore, inherent risks arise. In general, our team’s strategy in mitigating risk associated with this new interchange concept was to add VHB as our “technical Expert. With the institutional knowledge and hands-on experience they have, we feel confident that risks can and will be mitigated effectively, efficiently and seamlessly.

These risk elements are:

- **Signing and Pavement Marking Plan**
- **Geometric Design**
- **Transportation Management Plan (TMP)**

Signing and Pavement Marking Plan

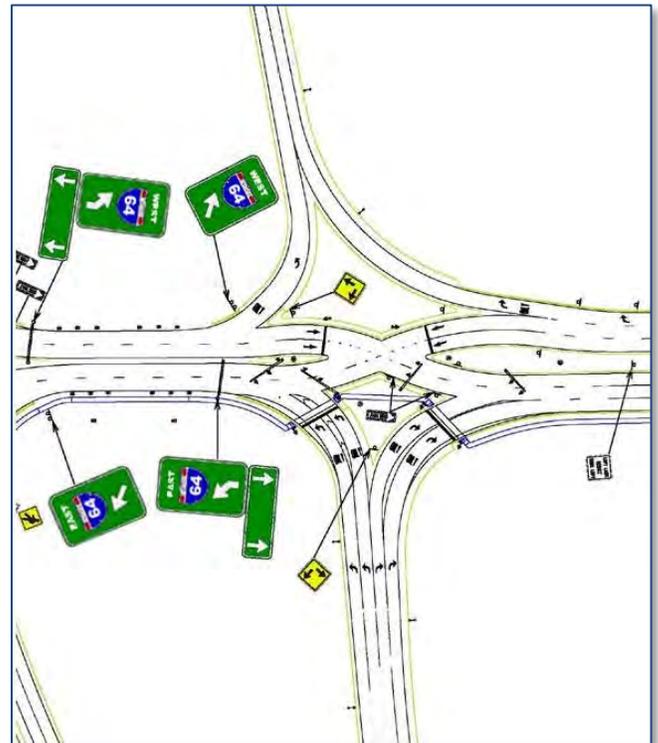
Motorists unfamiliar with the area will need to be “fore warned” about the DDI. This dissemination of information will be done through the use of signing and pavement markings.

Risk: Crossing traffic to the opposite side of the road presents a significant risk in motorist safety. A driver will expect to continue straight and introduction of two crossovers will thoroughly confuse the general public without proper signing and pavement markings.

Impact: Poor or insufficient signing and pavement markings may result in a serious accident. Professional liability to the team and to VDOT will be a significant concern that requires sound engineering, thorough understanding and previous experience with DDI’s.

Mitigation Strategy: In developing our team, we foresaw this as a risk. As a result, VHB was integrated into our design team to oversee and address these types of issues. Their past

experience with FHWA in developing the guidelines for alternative interchanges, of which the DDI is one, will be invaluable in ensuring that the design meets the expectations of the motorists. In addition to VHB assisting in the development of these guidelines, they have also been called upon by FHWA to evaluate designs by others which will be a role that they will fill on this project.

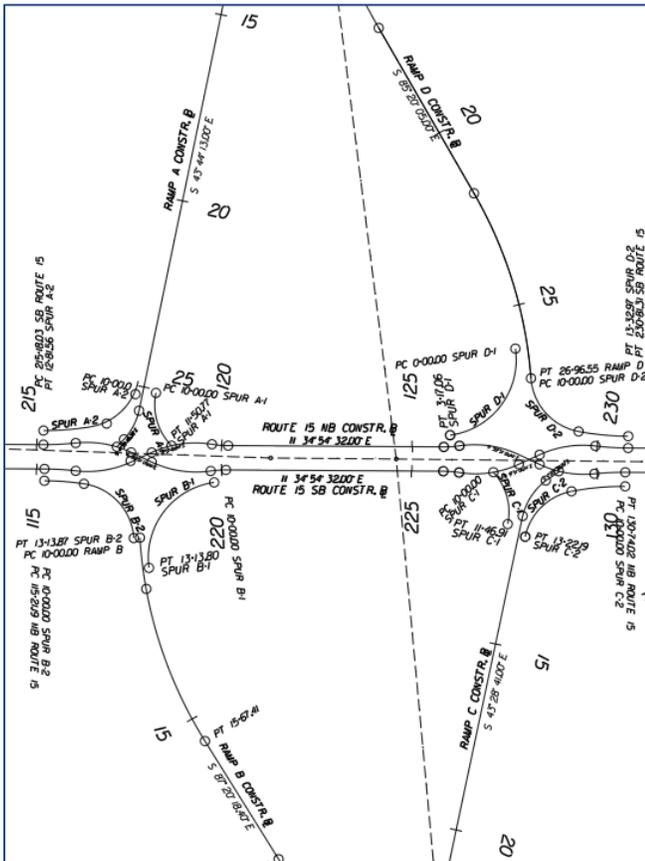


Geometric Design

The design of the roadway geometrics carries as much risk as any risk item. The geometrics will play a significant role in how fast a vehicle will “try” to traverse the interchange and how fast it “can” traverse the interchange.

Risk: The risk is that a vehicle that is not sufficiently forced to slow down, despite appropriate and adequate signing, will attempt to drive through the interchange at speeds well exceeding safety standards.

Impact: Once again, the impact to the project could be a serious accident that affects professional liability of the DB team and VDOT.



Mitigation Strategy: A design of this type requires two distinct approaches. First, have a team member with experience in DDI's. VHB is our team expert. Secondly, have a team member with significant urban design. This will be critical given the urban nature of the interchange type and the surrounding (urbanizing) developments. RDA, having worked in Northern Virginia for all of their 30 years as a company, fully understands the needs of an urban environment and how those needs must integrate into an overall rural setting. With RDA designing and VHB providing QC, we have the best of both worlds.

Transportation Management Plan (TMP)

TMP is always a challenging aspect of any project. Given its direct impact on motorists, it is the one element about which the public is most vocal. When properly designed and implemented, it goes almost unnoticed and without comment. Conversely, when there is congestion attributed to

construction or the controls break down, then the voice of public opinion is loud and unwavering.

Risk: TMP for this project is further complicated by the simple fact that traffic must crossover to the other side of on-coming traffic. The risk involved in staging the construction so that not only the motorist is protected but just as important that the construction worker is protected. Almost as if a switch is thrown, driver expectancy will be violated. Safety is a significant concern.

Impact: The impact to the project will be how and when the "switch over" can occur. Traffic will need to be completely stopped at either end of the project in order to put traffic control devices in place that direct the traffic in the crossing patterns, to initiate the signals, and to allow for the ultimate construction of the directional islands that will facilitate the traffic movements.

Mitigation Strategy: We believe we can implement some common sense ideas to mitigate these risks along with some out of the box thinking. We propose to facilitate implementation of the TMP by initiating the crossover during off-off-peak hours (possibly nighttime) to minimize the impact to motorists. We will also initiate a public campaign to inform the local commuters of the project, the progress and expectations. Finally, we will subscribe to the **KIS** approach – **Keep It Simple**. The easiest or simplest way would be to detour traffic. However, a detour is not feasible. Therefore, the second easiest way to manage the traffic will be to operate the traffic one direction at a time until all controls are implemented and the signal operations are acceptable. At that stage, traffic will be fully controlled by the signals and the remainder of the construction can be completed (i.e. directional islands, signing, striping, etc.).

VDOT/Agency Role in Mitigation Strategies

Other than VDOT’s typical role on a design-build project, we do not anticipate additional roles/measures from VDOT or other agencies to successfully mitigate these risks. However, we do believe expedited reviews and a collaborative, unified team approach are essential. The AI Team will partner with VDOT and stakeholders to work as a unified “team” with the singular goal to deliver this project in a timely basis, meeting the needs of the community and the goals of VDOT. One of the tools used to accomplish this will be quarterly formal partnering meetings to discuss “rocks in the road” and develop action plans to avoid risks where possible, and mitigate them where they are not possible to avoid.

AI-VA is experienced in partnering and strongly believes in the value this process imparts to the project and all participants. Our experience can be summarized as **Start Right - Stay Right, Manage Change, Manage Conflict**. Unlike contracts

which establish *legal* relationships, partnering establishes *working* relationships. Participant requirements include commitment, trust, mutual goals, timely response and continuous evaluation of the project. When we understand and share these requirements with our partners, the results are substantial. Successful results of partnering include reduced project costs, mitigated impacts, shortened schedule and ensured compliance with project objectives. Because this process fosters greater levels of collaboration, projects tend to run more efficient and are inherently more productive.

Additionally, we will invite VDOT staff to participate in “over-the-shoulder” reviews which will take place periodically throughout design in between planned submittals. This informal process will help our team understand critical concerns that the stakeholders may have and provide insight that will be instrumental to mitigating risk as the work is being designed prior to submission for formal review/approval. They will also allow VDOT to observe our progress and initiate discussion regarding plan elements.

“American Infrastructure...FHWA, and VDOT worked together almost seamlessly to prepare the plans for final construction approval and solve any and all issues that arose during the design of the project. This effort exemplified the goal that VDOT sets for partnering on each of our design-build projects”

- Ian Millikan, P.E. – VDOT Design Project Manager; Richmond Airport Connector

“In providing this forum [formal partnering], the day to day operations have run smoother as just a simple phone call can precipitate action needed by other entities to help resolve issues that arise frequently on these types of projects, and this seems to be providing for more timely action.”

- Michael Johnson – VDOT Construction Manager; Hampton Boulevard Grade Separation

ATTACHMENT 2.10

**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION**

RFQ NO. C00086453DB48
PROJECT NO.: 0064-054-703, P101, R201 & C501

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 12/06/11
(Date)
2. Cover letter of _____
(Date)
3. Cover letter of _____
(Date)



SIGNATURE
J. David Nardon, Design-Build Project Manager

07/03/2012

DATE

ATTACHMENT NO. 3.2.5(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

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

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

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

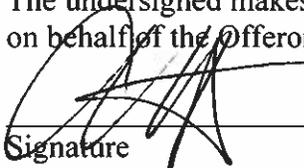
b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under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

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

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

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

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

	02/03/2012	Vice President/General Manager
Signature	Date	Title

American Infrastructure-VA, Inc.

Name of Firm

ATTACHMENT NO. 3.2.5(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

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

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

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

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

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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.

<u>Dale R. Wilson</u>	<u>02/03/2012</u>	<u>Dale R. Wilson, President</u>
Signature	Date	Title
American Infrastructure-MD, Inc.		

Name of Firm

ATTACHMENT NO. 3.2.5(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

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

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

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

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

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

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

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

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

	02/03/2012	Dale R. Wilson, President
Signature	Date	Title

Allan A. Myers, L.P.

Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

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

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

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

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

David L. L. 1/27/12 General Manager / Principal
Signature Date Title

Rinker Design Associates, PC

Name of Firm

ATTACHMENT NO. 3.2.5(b)

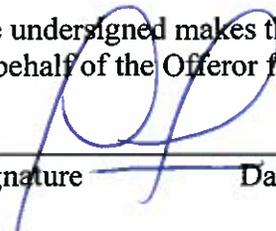
**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

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

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

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

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



Signature Date 1/30/2012 Title President

NXL Construction Company, Inc. (d/b/a: NXL Construction Services, Inc.)
Name of Firm

ATTACHMENT NO. 3.2.5(b)

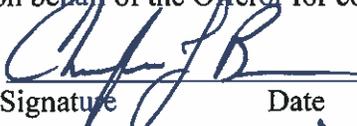
**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

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

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

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

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

 11/31/2012 Branch manager
Signature Date Title

S&M E, Inc.
Name of Firm

ATTACHMENT NO. 3.2.5(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

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

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

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

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

 1/23/12
Signature Date

Principal/Regional Director
Title

Pulsar Advertising, Inc.

Name of Firm

ATTACHMENT NO. 3.2.5(b)

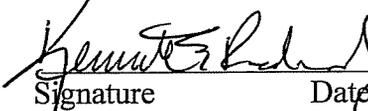
**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

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

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

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

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

 January 23, 2012 Principal, Office Manager
Signature Date Title

Vanasse Hangen Brustlin, Inc.

Name of Firm

=====
G303
AMERICAN INFRASTRUCTURE-VA, INC.
PREQ. EXP : 01/31/2013

--PREQ ADDRESS -----	-- WORK CLASSES -----
301 CONCOURSE BLVD	002 - GRADING
SUITE 300	003 - MAJOR STRUCTURES
GLEN ALLEN, VA 23059	004 - BITUMINOUS CONCRETE PAVING
PHONE : 804-290-8500	007 - MINOR STRUCTURES
FAX : 804-418-7935	013 - ROADWAY PLANNING
	171 - SURFACE TREATMENT

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

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

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

=====
A426
AMERICAN LIGHTING & SIGNALIZATION, INC.
PREQ. EXP : 01/31/2012

--PREQ ADDRESS -----	-- WORK CLASSES -----
708 BLAIR MILL RD	018 - ELECTRICAL INSTALLATION
WILLOW GROVE, PA 19090-0000	052 - TRAFFIC SIGNAL
PHONE : 215-784-1411	072 - ROADWAY LIGHTING
FAX : 215-784-1408	

BUSINESS CONTACT: RHEA, SCOTT GERARD
EMAIL: SRHEA@ASPLUNDH.COM

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

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

=====



CISM0180

CORPORATE DATA INQUIRY

01/26/12

11:59:14

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

DATE OF CERTIFICATE: 10/06/1967 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX RD STE 301 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060 6802
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 01/05/04 LOC : 143
 ACCEPTED AR#: 211 16 3675 DATE: 09/20/11 HENRICO COUNTY
 CURRENT AR#: 211 16 3675 DATE: 09/20/11 STATUS: A ASSESSMENT INDICATOR: 0
 YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
 11 670.00 100,000

(Screen Id:/Corp_Data_Inquiry)

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

EXPIRES ON

12-31-2012

NUMBER

2701 009872A

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

**BOARD FOR CONTRACTORS
CLASS A CONTRACTORS LICENSE**

AMERICAN INFRASTRUCTURE - VA INC

44209 WADE DRIVE

CHANTILLY VA 20152

***CLASSIFICATIONS* H/H**

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

**BOARD FOR CONTRACTORS - CLASS A
CONTRACTOR LICENSE - CLASSIFICATIONS: H/H**



NUMBER: 2701 009872A EXPIRES: 12-31-2012
AMERICAN INFRASTRUCTURE-VA INC

44209 WADE DRIVE



Gordon N. Dixon
Gordon N. Dixon, Director

(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

Virg

CISM0180

CORPORATE DATA INQUIRY

01/26/12

12:00:15

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

DATE OF CERTIFICATE: 02/24/1982 PERIOD OF DURATION: INDUSTRY CODE: 70
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: JOHN S WISIACKAS
 ODIN FELDMAN & PITTLEMAN
 STREET: 9302 LEE HWY STE 1100 AR RTN MAIL:

CITY: FAIRFAX STATE : VA ZIP: 22031 6054
 R/A STATUS: 4 ATTORNEY EFF. DATE: 08/28/03 LOC : 129
 ACCEPTED AR#: 212 01 8537 DATE: 01/05/12 FAIRFAX COUNTY
 CURRENT AR#: 212 01 8537 DATE: 01/05/12 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	190.00				190.00	20,000

 (Screen Id:/Corp_Data_Inquiry)

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

EXPIRES ON

02-29-2012

NUMBER

0410000220

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

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

PROFESSIONAL CORPORATION BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

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



Gordon N. Dixon
Gordon N. Dixon, Director

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

EXPIRES ON
12-31-2013

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

NUMBER
0405000502

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

PROFESSIONS: ENG, LS

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



Gordon N. Dixon
Gordon N. Dixon, Director

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

**EXPIRES ON
06-30-2012**

NUMBER

0402023296

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

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

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



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

02-28-2013

NUMBER

4008 001684

**REAL ESTATE APPRAISER BOARD
BUSINESS REGISTRATION**

**RINKER DESIGN ASSOCIATES PC
9300 W COURTHOUSE RD STE 300
MANASSAS VA 20110**



Gordon N. Dixon

Gordon N. Dixon, Director



CISM0180

CORPORATE DATA INQUIRY

01/26/12

12:01:52

CORP ID: 0349742 - 7 STATUS: 00 ACTIVE STATUS DATE: 11/17/89
 CORP NAME: **NXL CONSTRUCTION CO., INC.**

DATE OF CERTIFICATE: 11/17/1989 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: NICOMEDES L DE LEON

STREET: 9606 GEORGE'S BLUFF RD AR RTN MAIL:

CITY: RICHMOND STATE : VA ZIP: 23229
 R/A STATUS: 2 OFFICER EFF. DATE: 10/08/98 LOC : 143
 ACCEPTED AR#: 211 16 4444 DATE: 09/20/11 HENRICO COUNTY
 CURRENT AR#: 211 16 4444 DATE: 09/20/11 STATUS: A ASSESSMENT INDICATOR: 0
 YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
 11 100.00 5,000

(Screen Id:/Corp_Data_Inquiry)

**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
0407003031**

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

PROFESSIONS: ENG, LS

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



Gordon N. Dixon
Gordon N. Dixon, Director

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

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDL

BUSINESS ENTITY REGISTRATION

NUMBER: 0407003031 EXPIRES: 12-31-2013

PROFESSIONS: ENG, LS

NXL CONSTRUCTION CO INC NXL CONSTRUCTION

SERVICES INC

114 E CARY ST STE 200

RICHMOND, VA 23219



(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
12-31-2013**

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

**NUMBER
0402041295**

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

**MICHAEL WILLIAM SAUNDERS
4500 LITCHFIELD DRIVE
CHESTERFIELD, VA 23832**



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

Virg

CISM0180

CORPORATE DATA INQUIRY

01/26/12

12:02:36

CORP ID: F115456 - 8 STATUS: 00 ACTIVE STATUS DATE: 10/29/97
 CORP NAME: S&ME, INC.

DATE OF CERTIFICATE: 10/29/1997 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: NC NORTH CAROLINA STOCK INDICATOR: S STOCK
 MERGER IND: S SURVIVOR CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: 1800.00 MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX RD STE 301 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060 6802
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 01/05/04 LOC : 143
 ACCEPTED AR#: 211 16 6563 DATE: 09/23/11 HENRICO COUNTY
 CURRENT AR#: 211 16 6563 DATE: 09/23/11 STATUS: A ASSESSMENT INDICATOR: 0
 YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
 11 1,700.00 1,000,000

 (Screen Id:/Corp_Data_Inquiry)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION

COMMONWEALTH OF VIRGINIA

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

EXPIRES ON
02-29-2012

NUMBER
0411000524

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

PROFESSIONS: ENG

S&ME INC
8211 HERMITAGE RD
RICHMOND, VA 23228



James W. DeFord
JAMES W. DEFORD, Director

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

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

(POCKET CARD) COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000524 EXPIRES: 02-29-2012
PROFESSIONS: ENG

S&ME INC
8211 HERMITAGE RD
RICHMOND, VA 23228



(DETACH HERE)

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



Commonwealth of Virginia
State Corporation Commission

Virg

CISM0180

CORPORATE DATA INQUIRY

01/26/12

12:03:16

CORP ID: 0027211 - 2 STATUS: 00 ACTIVE STATUS DATE: 11/13/09
 CORP NAME: FROEHLING & ROBERTSON, INCORPORATED

DATE OF CERTIFICATE: 10/11/1924 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: 2480.00 MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: WILLIAM H HOOFNAGLE III

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

CITY: RICHMOND STATE : VA ZIP: 23219
 R/A STATUS: 4 ATTORNEY EFF. DATE: 09/21/11 LOC : 216
 ACCEPTED AR#: 211 16 6326 DATE: 09/23/11 RICHMOND CITY
 CURRENT AR#: 211 16 6326 DATE: 09/23/11 STATUS: A ASSESSMENT INDICATOR: 0

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

 (Screen Id:/Corp_Data_Inquiry)

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

EXPIRES ON
12-31-2013

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

NUMBER
0407000098

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

PROFESSIONS: ENG

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



Gordon N. Dixon
Gordon N. Dixon, Director

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

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

(POCKET CARD) **COMMONWEALTH OF VIRGINIA**

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



(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**

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



July W. Linkewer
July W. Linkewer, Director

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

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

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



(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

Virg

CISM0180

CORPORATE DATA INQUIRY

01/26/12

12:00:54

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

DATE OF CERTIFICATE: 11/22/2004 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: NY NEW YORK STOCK INDICATOR: S STOCK
 MERGER IND: CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX RD STE 301

AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060 6802
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 11/22/04 LOC : 143
 ACCEPTED AR#: 211 19 6959 DATE: 11/29/11 HENRICO COUNTY
 CURRENT AR#: 211 19 6959 DATE: 11/29/11 STATUS: A ASSESSMENT INDICATOR: 0
 YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
 11 100.00 200

 (Screen Id:/Corp_Data_Inquiry)



Commonwealth of Virginia
State Corporation Commission

Virg

CISM0180

CORPORATE DATA INQUIRY

01/26/12

12:03:51

CORP ID: F117044 - 0 STATUS: 00 ACTIVE STATUS DATE: 04/16/01
 CORP NAME: **VANASSE HANGEN BRUSTLIN, INC.**

DATE OF CERTIFICATE: 03/18/1994 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: MA MASSACHUSETTS 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: REGISTERED AGENT SOLUTIONS INC

STREET: 7288 HANOVER GREEN DR AR RTN MAIL:

CITY: MECHANICSVILLE STATE : VA ZIP: 23111
 R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 12/11/08 LOC : 142
 ACCEPTED AR#: 211 04 2678 DATE: 02/16/11 HANOVER COUNTY
 CURRENT AR#: 211 04 2678 DATE: 02/16/11 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
12	160.00				160.00	15,000

 (Screen Id:/Corp_Data_Inquiry)

**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
0407003225

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

PROFESSIONS: ENG, LS

VANASSE HANGEN BRUSTLIN INC
115 SOUTH 15TH STREET
SUITE 200
RICHMOND, VA 23219



Gordon N. Dixon
Gordon N. Dixon, Director

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

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BUSINESS ENTITY REGISTRATION
NUMBER: 0407003225 EXPIRES: 12-31-2013
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115 SOUTH 15TH STREET
SUITE 200
RICHMOND, VA 23219



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02-29-2012

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

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

BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG

VANASSE HANGEN BRUSTLIN INC
VHB
8300 BOONE BLVD
STE 700
VIENNA, VA 22182-2624



Jay W. DeBoer
Jay W DeBoer, Director

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

PROFESSIONS: ENG, LS, LA

VANASSE HANGEN BRUSTLIN INC
5544 GREENWICH ROAD
STE 302
VIRGINIA BEACH, VA 23462



Jay W. DeBower
Jay W. DeBower, Director

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BOARD FOR APELSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000348 EXPIRES: 02-29-2012
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VANASSE HANGEN BRUSTLIN INC
5544 GREENWICH ROAD
STE 302
VIRGINIA BEACH, VA 23462



(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
02-29-2012

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

NUMBER
0411000235

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

PROFESSIONS: LS, ENG

VANASSE HANGEN BRUSTLIN INC
351 MCLAWS CIRCLE STE 3
WILLIAMSBURG, VA 23185-6316



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: 0411000235 EXPIRES: 02-29-2012
PROFESSIONS: LS, ENG



VANASSE HANGEN BRUSTLIN INC
351 MCLAWS CIRCLE STE 3
WILLIAMSBURG, VA 23185-6316

(DETACH HERE)

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

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(8/08)



State Project No. 0204-054-703, #101, #201 & C501
 Federal Project No. IM-G04-21155
 Contract ID Number: C000864530848

A DESIGN-BUILD PROJECT

I-64/Route 15 (Zion Crossroads)

Interchange Improvements



ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title:

J. David Nardon, Project Executive

Project Assignment:

Design Build Project Manager

c. Name of Firm with which you are now associated:

American Infrastructure-VA, Inc.

d. Years experience: With this Firm 3 Years With Other Firms 35 Years

Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):

American Infrastructure-VA, Inc., Project Executive; Jan. 2009- Present: Mr. Nardon is a Senior Manager with American Infrastructure responsible for Alternative Delivery Projects. His responsibilities include preconstruction services and estimating, value engineering and innovative project delivery solutions, procurement management, resource management, DBE participation and coordination, construction operations management, and business development. Mr. Nardon brings a wealth of knowledge from his previous experiences to this position. He has successfully overseen the delivery of construction aspects of the projects providing cost effective and creative concepts for design-build proposals for AI in Virginia. These Virginia Design-Build projects include, the **Middle Ground Boulevard Extension** project (\$32.5M) in Newport News, the recently completed **Richmond Airport Connector Road** (\$39.4M) in Richmond, the **Route 29 Bridge Over the Tye River** project (\$6.7M) located in Amherst, Virginia and the Design-Bid-Build **VDOT Hampton Boulevard Grade Separation** project (\$39.0M) in Norfolk

The Walsh Group, Program-Operations Manager for Heavy Civil Division; Jan. 2006 – Dec. 2008: Mr. Nardon managed large complex construction operations for The Walsh Group, a 3rd generation, family owned constructor providing GC, CM, and Design-Build services nation-wide. Mr. Nardon was directly responsible for all aspects of construction operations including the establishment of management systems, supervision of projects in process and project management staff, preconstruction services and estimating, value engineering, scheduling, and quality control programs. Mr. Nardon was Program Manager representing the Walsh Group on a Granite-led Joint Venture, for the 2-mile, \$267M, Bay St. Louis Bridge. This was a 22 month, fast-track, design-build reconstruction of a Katrina-devastated bridge on the coast of MS. Mr. Nardon also led two major design-build initiatives as Program Director, the \$340M fast-track reconstruction of the Biloxi Bay Bridge in MS and the \$150M Indian River Bridge Replacement in DE. Mr. Nardon's Program was responsible for several large bridge and rail projects ranging from \$120M to \$267M in contract value.

Edward Kraemer & Sons, Inc., Vice President of Mid-Atlantic Operations; Mar. 2003 – Dec. 2005: As Vice President of Mid-Atlantic Operations for Edward Kraemer & Sons, a leader in bridge construction throughout the United States for nearly 100 years, Mr. Nardon was responsible for developing construction operations on the East Coast. Mr. Nardon oversaw operations for the self-performing, hands-on construction company while also acting as a project sponsor for the \$215M Joint Venture project to construct the Maryland approach spans, and the \$195M Joint Venture project to construct the Bascule spans for the Woodrow Wilson Bridge over the Potomac River.

Cianbro Corporation, Vice President/General Manager; Oct. 1997 – Mar. 2003: Mr. Nardon started as a regional manager for The Southern New England and New York Region and was responsible for projects in the heavy civil and structural, marine operations, and industrial sectors. In 2000, Mr. Nardon was promoted to VP/GM of the Southern New England and New York Region. Cianbro Corporation, established in 1949, is a multi-disciplined heavy civil/marine contractor based in Maine that self performs 90+% of their own work. In the position of VP/GM, Mr. Nardon was responsible for long-term strategic planning and development for the Region, P&L responsibility, and the direct management and facilitation of regional operations within a six-state area. This included overseeing safety management, operation management, and resource organization for personnel and equipment.

Kiewit Construction Group, Area Manager – Project Sponsor; Jan. 1997 – Oct. 1997: As a Management Sponsor with Kiewit Construction Group beginning in 1993, Mr. Nardon established an Area Office in Richmond Virginia. His responsibilities included overseeing and developing safety initiatives, training and development, project procurement, estimate organization and management, full operation management, client negotiation, project closeout and development of the business plan. Mr. Nardon managed numerous heavy-highway, civil, bridge structure, marine and piling, tunnels, and deep sewer projects in Virginia, Pennsylvania, and Maryland.



State Project No. 0264-054-703, #101, #201 & C501
 Federal Project No. IM-G04-21153
 Contract ID Number: C00086-453D848

A DESIGN-BUILD PROJECT

I-64/Route 15 (Zion Crossroads)

Interchange Improvements



ATTACHMENT 3.3.1 KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

<p>a. Name & Title: Michael W. Saunders, PE, CCM, Project Manager/Quality Assurance Manager</p>
<p>Project Assignment: Quality Assurance Manager</p>
<p>c. Name of Firm with which you are now associated: NXL Construction Services, Inc.</p>
<p>d. Years experience: With this Firm <u><1</u> Years With Other Firms <u>11</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):</p> <p><i>NXL Construction Services, Inc., Project Manager/Quality Assurance Manager; November 2011 – Present:</i> Independent Quality Assurance Manager for joint Design-Build projects ensuring all contract requirements and specifications are appropriately administered and applied, all required quality control testing and independent quality assurance is carried out in accordance with applicable requirements ensuring construction quality standards are met and payments appropriately processed.</p> <p><i>VDOT, Richmond District, Project Control Engineer/Area Construction Engineer for Design-Build & Locally Administered Projects; May 2011 – Nov 2011:</i> Responsible for quality assurance and for coordinating constructability reviews to include developing pre-advertisement schedules and sequence of construction as well as for coordination of post-award schedule reviews and District Wide NOI and claims analysis. Responsible Charge Project Manager for various Design Build projects throughout the Richmond District. The assignment included serving on the selection panel during the procurement phase and serving as Project Manager of the construction phase. Other responsibilities included attending weekly progress meetings and multiple design meetings and ultimately serving as the Responsible Charge Engineer, acting on behalf of the owner. Ensured that the independent assurance and verification was performed for Design-Build projects, that all contract requirements and specifications are appropriately met, all required quality control testing and independent quality assurance is carried out in accordance with applicable requirements, and payments appropriately processed. He was also responsible for approving monthly pay vouchers on behalf of the Department prior to reimbursement to localities.</p> <p><i>VDOT, Area Construction Engineer, Richmond District, Southern Area Construction; 2007 – May 2011:</i> Responsible for executing a 6-year program to include managing all aspects of construction/maintenance contracts safely, with quality, on time and within budget. Provided Responsible Charge supervision and technical guidance to Construction Managers and Inspectors during project delivery for design-build and design-bid-build projects. Used Primavera for manpower planning and schedule reviews and approvals. Coordinated with project controls staff in preparation and review of Work Orders, Notices of Intent and Claims to validate the necessity of work and level of federal participation. Performed Responsible Charge duties on no-plan projects, minimum-plan projects and full-plan projects of varying complexity. Assisted the Fredericksburg District with the administration of a Regional Design-Build Bridge Replacement project. His duties included making Responsible Charge decisions and coordination activities for projects in the Richmond District.</p> <p><i>VDOT, Construction Project Manager, Salem District, Southern Area Construction; 2005-2007:</i> Supervised all phases of multi-operational roadway and structural construction projects to ensure all work was performed in accordance with project plans, specifications and special provisions. Supervised the work and career development of several construction inspectors and he resolved contractual disputes with contractors. Prepared and presented the project showings and preconstruction conferences, prepared and submitted work orders and tracked project cost to assure projects remained within the designated budget, on multiple projects of varying complexity. Mitigated Notices of Intent with use of time impact and cost analysis, and prepared reports, correspondence and documents clearly and on time. Conducted on-site field visits to ensure all elements of design and construction were within scope of contract and within established standards and specifications to provide feedback to the appropriate parties and perform follow-up reviews with project staff and management to support implementation of recommendations. Conducted periodic assessments to ensure compliance with the contract documents and established guidelines, procedures and policies. Projects involved but were not limited to new horizontal and vertical alignment projects, surface treatment, sidewalks, grading and drainage, bridge super structure/sub structure repair, concrete joint replacement and asphalt schedule work.</p> <p><i>VDOT, Christiansburg Residency, Permits/Subdivision Supervisor; 2005-2005:</i> Responsible for the supervision and administration of the subdivision, rural streets and land use permits programs. Duties included networking with government officials and staff, developers, engineers and VDOT staff to discuss the engineering impacts of land development projects; responsibility for land development within the Residency to include utilities, commercial and subdivision streets, private entrances, land use permits, commercial development projects, etc. impacting transportation networks maintained by the State; participation in the development, plan review, inspection and acceptance of addition to the secondary system and ensuring compliance with rules and regulations.</p>



VDOT, Salem, Virginia, Architect/Engineer I; 2004 – 2005: Assisted in the Land Development and Maintenance Program Operations for the Salem Residency. Duties included performing site plan reviews and providing comments to designers; involvement in the inspection and acceptance of additions to the secondary street system, and worked with the Maintenance Manager to set a budget for the Area Headquarters' upcoming fiscal year. Assigned to the Bedford Residency to perform Acting Resident Engineering duties and Construction Project Management. Duties included presenting the Six-Year Plan at a public hearing with the Board of Supervisors and involvement with the development of projects with the Contract Administrator to prepare for the advertisement phase, to include SAAP projects. Performed Construction Project Manager duties to include both bridge and grading projects of varying complexity. Responsibilities included preparing and presenting project showings and preconstruction conferences for the projects; reviewed work in progress and project records prepared by field staff to assure compliance with the contract documents and environmental regulations set by all agencies; handling potential work orders and claims issues and aiding in decisions made at the Residency level; tracking project cost and productivity to determine if projects would be completed on time and on budget; and performing final review and acceptance of projects from the contractor on behalf of the Department.

VDOT, Salem District, Transportation Engineer Associate; 2001 – 2004: Completed the Associate Engineers Program at the Christiansburg Residency in the Salem District. Rotated through various sections within the Department to include Construction Management, Maintenance Operations, District Divisions, Contract Administration, and Residency Operations. Positions that were held during this period were Project Engineer, Assistant Resident Engineer, and Contract Administrator. Responsibilities with each of these various roles included meeting VDOT and FHWA standards and specifications.

e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization

Bachelor of Science/2001/Civil Engineering, Virginia Tech

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

2005/Professional Engineer/0402 041295

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

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

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

Rt. 36 Improvements Design-Build, Richmond District

1. VDOT/ARRA Design-Build – Construction of improvements to Route 36 and Route 144 near Fort Lee's Sisisky Gate located in Prince George County, Virginia. The project includes improvement to approximately 0.9 mile of Route 36 and approximately 0.5 miles of Route 144. There will be approximately 20 calendar months of construction-related activities requiring QA inspection and testing for the Abernathy team. Mr. Saunders serves as the project's quality assurance manager where he is responsible for: preparation of project's quality assurance and quality control plan, oversight of project QA procedures and plan, performance of QA testing and inspection in accordance with VDOT's August 2008 design-build guidelines, monitoring of contractor's QC program, approving QC inspection staff assignment to project and the QC frequency testing plan before submission to VDOT, and preparation, maintenance, and submission of associated project documentation including but not limited to diaries, EEO, ARRA, materials notebook/documentation, as-built sketches, and monthly pay documents including verifying and approving monthly pay packages, and preparation and submission of final records.
2. *NXL Construction Services, Inc.; QAM*
3. *2011 – Present*

Region 4 Design-Build Structures Project, Various Counties

1. VDOT's Project Manager during the construction of various bridge superstructure replacements throughout the Richmond District. Duties included making responsible charge decisions, attending regularly scheduled progress meetings, reviewing project documentation for compliance with contract documents, coordinated IA/IV testing and handled public/stakeholder concerns throughout the duration of the project.
2. *VDOT; Project Manager*
3. *2010 - 2011*

Meadowville Interchange, Chesterfield Virginia

1. VDOT's Project Manager during final design and construction of phase one, the diamond, of an ultimate cloverleaf interchange. Duties included attending regularly scheduled progress meetings, reviewing project documentation for compliance with contract documents, reviewed and approved pay applications and coordinated IA/IV testing.
2. *VDOT; Project Manager*
3. *April 2011- November 2011*

Route 10 Widening, Chesterfield Virginia

1. Responsible charge engineer overseeing the construction of this project which included coordination with Chesterfield County, the contractor, Dominion Virginia Power, CSX railroad and the FHWA. Duties included but were not limited to acting on behalf of the Department during negotiations and problem resolution meetings, reviewing and approving monthly payment applications and ensuring project testing and documentation was being kept in accordance with contract and VDOT requirements.
2. *VDOT: Area Construction Engineer*
3. *April 2011- November 2011*



State Project No. 0064-054-703, #101, R201 & C501
 Federal Project No. IV-004-2(153)
 Contract ID Number: 000066-4530348

A DESIGN-BUILD PROJECT

I-64/Route 15 (Zion Crossroads)

Interchange Improvements



ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title:

Darell L. Fischer, P.E., Principal/General Manager (Richmond Office)

b. Project Assignment:

Design Manager

c. Name of Firm with which you are now associated:

Rinker Design Associates, P.C.

d. Years experience: With this Firm 4 Years With Other Firms 21 Years

Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):

Rinker Design Associates, P.C., General Manager / Principal; January 2011-Present: Responsible for allocating, overseeing and managing all designs performed in the Richmond Office (i.e. roadway design, hydrology/hydraulic analysis, traffic analysis and design, and construction plan preparation, R/W acquisition, utility coordination/design, etc.). Duties include QA/QC for services provided by the Richmond Office, oversight of all subconsultant work and coordination with clients to ensure client satisfaction and product quality.

Rinker Design Associates, P.C., Director of Transportation; February 2007 – December 2010: Responsible for overseeing and managing all design elements associated with roadway design, hydrology/hydraulic analysis, traffic analysis and design, and construction plan preparation. Duties include Quality Assurance and Quality Control (QA/QC) for services provided out of the Fredericksburg Office, oversight of all subconsultant work and coordination with clients to ensure client satisfaction and product quality.

Johnson, Mirmiran & Thompson, Inc., Vice President/Branch Manager; September 2000 – February 2007: Responsible for obtaining the work, executing the work and ensuring the quality of all work produced by the Richmond Office of JMT, oversight of all disciplines of work to include: roadway, drainage, structures, survey, construction inspection and environmental. Additionally, responsible for contractual obligations with clients and subconsultants as well as project management on many key projects. Responsible for the daily office operations to include: hiring, firing, raises, evaluations, dispute resolution, resource allocation, manpower projections and marketing.

Carter & Burgess, Inc., Senior Project Manager; January 1998 – September 2000: Responsible for the design and management of projects associated with roadway and H&HA designs. Duties included daily coordination with design staff, coordination with subconsultants and coordination with clients. Duties also included providing design changes during construction due to changed field conditions.

Johnson, Mirmiran & Thompson, Inc., Senior Associate/Project Manager; 1997 – January 1998

Since 1994, Mr. Fischer was responsible for overseeing the design of roadway and drainage projects in Virginia. Provided mentoring, professional guidance and problem solving for all of JMT's Virginia staff. Developed QA/QC procedures for internal work as well as reviewing subconsultant work. Provided recommendations for teaming opportunities. Helped to develop marketing strategies and assisted in the hiring of new employees.

e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:

Virginia Polytechnic Institute and State University (Blacksburg, VA) / BS / 1986 / Civil Engineering

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

1992 / Professional Engineer / #23296



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

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

Middle Ground Boulevard Extension (Design-Build, VDOT), City of Newport News, VA

1. Design Manager responsible for the design, management and design QA/QC for complete construction plans. Duties and responsibilities include the development of roadway design on new alignment, widening of highly congested, urban roadways, utility coordination, utility designs, closed storm drainage design in extremely flat terrain, SWM/BMP, TMP, signal designs and E&S. The plans are developed in work packages so that American Infrastructure-VA can initiate construction prior to final approval.
2. *Rinker Design Associates, P.C.*
3. *June 2011–Present*

Route 36 Improvements (Design-Build, VDOT), City of Hopewell and Prince George County, VA

1. Design Manager responsible for the design, management and QA/QC for complete construction plans. Duties and responsibilities include the development of roadway widenings and new alignments. Project responsibilities also include the design of open and closed storm drain systems, SWM, TMP, Signals and utility coordination/design. As design manager, it is my responsibility to oversee and provide design guidance on all design elements for Rinker Design and for sub-consultants. Also responsible for coordinating with Abernathy Construction, VDOT and each of the utility companies to ensure that the design requirements of the contract are being followed and the ensure that the design and associated services are expedited to provide Abernathy Construction the largest available time to construct the project – efficiently and under budget.
2. *Rinker Design Associates, P.C.*
3. *November 2010–July 2011*

Crosspointe Centre Roadway Improvements Design-Build (Rolls Royce), Prince George County, VA

1. Project Manager responsible for the design, management and QA/QC for complete construction plans. Duties include roadway design, traffic engineering, TMP/MOT, H&HA analysis, drainage design and phased erosion and sediment control. Also responsible for QC inspection during construction and coordination of geotechnical subcontractors for design and construction. The project involves 2.2 miles of new roadway construction and 1.5 miles of roadway widening. This Design-Build project began in November of 2008; design is complete (construction engineering continues) and construction is anticipated to be completed by November of 2010. The Virginia Economic Development Partnership (VEDP) through Transportation Partnership Opportunity Funds (TPOF) funds this project.
2. *Rinker Design Associates, P.C.*
3. *November 2008–September 2010*

James Madison Highway (Route 15) PPTA Design-Build, Prince William County (Haymarket), VA

1. Quality Control Reviewer responsible for independent reviews of the plans and computations at each milestone for all phases of work. QC reviews included plan quality, plan content and plan constructability. The project involves approximately 5 miles of roadway widening and roads on new locations amounting to \$54 million. Although this project is a Prince William County-administered project, responsibilities included close coordination with VDOT to address and integrate their comments and suggestions for plan acceptance.
2. *Rinker Design Associates, P.C.*
3. *February 2007–December 2009*

Russell Branch Parkway, Loudoun County, VA

1. Project Manager responsible for the design and management of the roadway design features, coordination with the County through the CPAP process, coordination with VDOT through the Land Development Review process, coordination with utility owners and coordination with adjacent developers for access and correlation of adjacent projects. Project features include a detailed H&HA study, multi-cell box culvert, sidewalk, multi-use trail and extensive coordination with an adjacent/impacted church. The roadway is being designed on new location with two lanes in each direction, curb and gutter and offsite Storm Water Management.
2. *Rinker Design Associates, P.C.*
3. *October 2008–2012 (anticipated)*



State Project No. 0264-054-703, P101, R201 & C301
 Federal Project No. IM-064-2(153)
 Contract ID Number: C000864530848

A DESIGN-BUILD PROJECT

I-64/Route 15 (Zion Crossroads)

Interchange Improvements



ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title:

Paul W. Flatley, Project Manager

Project Assignment:

Construction Manager

c. Name of Firm with which you are now associated:

American Infrastructure-VA, Inc.

d. Years experience: With this Firm 9 Years With Other Firms 2 Years

Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):

American Infrastructure, Project Manager; July 2002 - Present: Mr. Flatley is responsible for managing all aspects of his projects: planning and scheduling work activities; engineering; submittals; pay estimates; coordination with owner, subcontractors, suppliers and other stakeholders; customer satisfaction; and safety for all phases of construction. Mr. Flatley has also been responsible for overseeing implementation of long term and short term detours, installation of temporary bridges, temporary shut down of major intersections, and short term single and dual lane closures for maintenance of traffic with minimal impact to the public. As a superintendent, Mr. Flatley has managed manpower and equipment; production goals and schedule impacts, coordination with other trades, and the implementation of safety initiatives at the workplace. Recent projects include Mulligan Road Phase1, Fort Belvoir, VA and RT 29 NBL Bridge Replacement over Tye River, Amherst/Nelson County Line, VA.

Gilbert Southern Corporation (A Kiewit Company), Field Engineer; Jan. 2001 - Aug. 2001: Mr. Flatley performed the duties of a field engineer for bridge widening with barrier wall and power plant projects. Duties included conducting quality control, overseeing the construction of 18 – 34 foot concrete cast-in-place blast walls, overseeing crews, performing calculations for form work design, tracking costs, preparing look-ahead schedules, preparing formwork schedules, ordering materials and coordinating deliveries, and quantity tracking. Quality control duties included pre-pour checklists, formwork inspections, rebar inspections, and construction survey verification.

Kiewit Construction Company, Estimating & Surveying; June 1999 - Sept 1999 & Dec 2000 - Aug. 2000: Mr. Flatley conducted field surveys for buildings and tunnels; he performed survey calculations by hand as well as with computer programs. His duties also included field quality control through survey as-builts. Mr. Flatley was also involved in performing quantity take-offs and creating estimates for bids in process.

Notable Experience:

- | | |
|----------------------------------|-----------------------------|
| MOT Implementation | Utility Installation |
| Complex Interchange Construction | Paving |
| Highway Construction | Bridge Construction |
| Roadway Widening | Retaining Wall Construction |
| Erosion Control | Structural Concrete |

e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization

Virginia Tech., Blacksburg, VA./Bachelor of Science / 2002 / Civil Engineering

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

**VDOT Erosion and Sediment Control License #3778C
 OSHA 30 – 600098977**

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

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

RT29 NBL Bridge Replacement Over Tye River Design-Build, Amherst, VA

1. Mr. Flatley is responsible for project team management of this \$6.7 million project which includes planning and scheduling, negotiating subcontracts, the oversight and management of VDOT submittals and coordination, oversight of QA/QC implementation, and supervision and budget maintenance of approaches and 5 span bridge replacement project. Responsible for day to day operations, customer coordination and satisfaction.
2. *American Infrastructure; Project Manager*
3. 2011 – Present

Mulligan Road Phase I, Fort Belvoir, VA

1. Mr. Flatley was responsible for project team management, project planning and scheduling, management of submittals and coordination, negotiating subcontracts, coordinating and scheduling subcontractors, pricing managing additional work, managing quality control, coordination with the owner (FHWA), overall project costs and projections. The scope of work for this \$13.5M contract included 38 AC clearing, E&S, 250K CY earthwork, grading, drainage, placement of aggregate base on Mulligan Road from Pole Road to Telegraph Road, bridges over Kingman Road and Piney Run.
2. *American Infrastructure; Project Manager*
3. 2009 – Present

George Mason University PE Building Renovations and Roundabout, Fairfax, VA

1. Mr. Flatley was responsible for project team management, negotiating subcontracts, negotiating additional work, project planning and scheduling, overall project costs and projections for this \$3M expansion. Scope of work included excavation and grading for expansion of existing PE Building, and installation of new sanitary sewer, storm sewer, and waterline to service expansion. Also included the construction of new connector road and roundabout. Road construction was completed under a demanding schedule, during University's summer break.
2. *American Infrastructure; Project Manager*
3. 2007 – 2009

George Mason Central Plant Upgrades, Fairfax, VA

1. Mr. Flatley was responsible for project team management, project planning and scheduling, negotiating subcontracts, coordinating and scheduling subcontractors, negotiating additional work, coordination with general contractor (Clark) and owner (GMU), overall project costs and projections. The scope of work for this \$4.4M contract included approximately 900LF of Cast-In-Place concrete tunnel with double HTHW piping. 900LF Direct-Buried CHWS&R Piping, MOT, construction of temporary roads and bridges, with restoration of roads and parking lots at completion of project.
2. *American Infrastructure; Project Manager*
3. 2008 – 2009

Wellington Road Sewer Replacement, Manassas, VA

1. This \$3.5M project involved removal of 36" Sanitary Sewer and replace with 42" - 54" Sanitary Sewer. 4,000 LF of bypass pumping, traffic control. Mr. Flatley was responsible for project team management, negotiating subcontracts, negotiating additional work, project planning and scheduling, overall project costs and projections.
2. *American Infrastructure; Project Manager*
3. 2007 – 2008



ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

<p>a. Name & Title: James Wright, Regional Director/Strategic Marketing and Outreach Planning</p>
<p>Project Assignment: Public Relations Manager</p>
<p>c. Name of Firm with which you are now associated: Pulsar Advertising</p>
<p>d. Years experience: With this Firm <u>7</u> Years With Other Firms <u>31</u> Years Please list chronologically (most recent experience first) your employment history, position and general experience or fields of practice for the last fifteen (15) years. (NOTE: If you have less than 15 years of experience, please list all of your experience for those years you have worked.):</p> <p><i>Pulsar Advertising, Regional Director; 2005 – Present:</i> Responsible for developing strategic marketing and outreach plans for clients including the Virginia Department of Transportation’s Virginia Megaprojects, the 511 Virginia website, Hampton Roads Transit/TRAFFIX branding and communications plan, as well as the launch of HRT’s new light rail service – The Tide. All of these campaigns included integrated advertising/marketing and stakeholder outreach plans as well as identifying cost efficient ways to brand the unique product/service within the target audience. In addition, Mr. Wright is a trained facilitator and has experience in leading and directing outreach to community and business groups to inform and educate about numerous transportation projects (construction mitigation and transportation management plan strategies).</p> <p><i>Leonard Resource Group, Inc. (LRG), Sr. Vice President, Business Partnerships; 1997 – 2005:</i> Co-founder of LRG, a woman-owned full service public affairs firm, ranked as tenth largest public affairs firm by Washington Business Journal, specializing in Business Partnerships, Communications & Marketing, Community Outreach and Development, Government Relations, and Association Management. Directed strategic planning and operational implementation for seven-year public affairs/economic development campaign to develop public-private partnerships on behalf of Job Corps (federal program to assist economically disadvantaged youth). Secured ten national partnerships for Job Corps over a 24 month period including: AAMCO, American Fence Association, HCR Manor Care, Jiffy Lube, Penske Auto Centers, Pepsi-Cola, Sears, Roto-Rooter, the U.S. Army, and Walgreens. Worked with senior officers and staff of the U.S. Army, U.S. Navy and U.S. Coast Guard Recruiting Commands to secure national partnerships and to create successful local partnerships at over 50 centers across the country.</p>
<p>e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: <i>State University of New York, Albany, New York, Bachelors of Science, 1986, Business with concentration in Marketing</i></p>
<p>f. Active Registration: Year First Registered/ Discipline/VA Registration #: <i>n/a</i></p>



State Project No. 0264-054-703, #101, #201 & C501
Federal Project No. IM-G64-2(155)
Contract ID Number: C00086-453D848

A DESIGN-BUILD PROJECT

I-64/Route 15 (Zion Crossroads)

Interchange Improvements



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

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

Virginia Megaprojects

1. Mr. Wright has been the strategic leader in creating the Virginia Megaprojects Employer Solutions Team (EST) responsible for developing a B2B strategy to businesses in Tysons Corner, one of the nation's top 10 largest business centers. Jim provides strategic direction and planning for the EST, who meet directly with employers, chambers of commerce, property managers and trade associations in addition to Fairfax County government officials to encourage businesses to develop strategies and practices that help their employees reduce commuter related vehicle trips during the Dulles Metrorail Extension and I-495 HOT Lanes construction phases. In addition to directly engaging hundreds of businesses in the last year, Jim and the EST have created a comprehensive communications network reaching more than 80,000 employees through the use of the Megaprojects Customer Relationship Management system.
2. *Pulsar Advertising; Project Director, Employer Solutions Team*
3. *2008 – Present*

Springfield Interchange Communications

1. Mr. Wright was responsible for directing the strategic communications effort for this multi-modal, multi-media project on behalf of Pulsar. The Springfield Interchange project was one of the largest public works projects in the nation impacting thousands of travelers in one of the country's busiest transportation corridors. Project elements include community input, direct mail, radio, public relations, special events and a dedicated website.
2. *Pulsar Advertising; Marketing Communications Manager*
3. *2005 – 2008*

Virginia Highway Safety Corridors

1. Mr. Wright was responsible for securing key stakeholder input to direct Pulsar's development of a communications and marketing campaign to support VDOT's grant from Virginia Department of Motor Vehicles and in cooperation with the Virginia State Police to reduce accidents and fatalities in the three highway safety corridors within the state (I-81 in SW Virginia, I-95 in the City of Richmond, and I-95 in Prince William County). The campaign elements included: radio, outdoor, transit, print and direct mail.
2. *Pulsar; Project Director*
3. *2005 – 2010*



ATTACHMENT NO. 3.4.1(a)
LEAD CONTRACTOR – WORK HISTORY FORM
(LIMIT 1 PAGE PER PROJECT)

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

a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)			
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible	
RICHMOND AIRPORT CONNECTOR RD / VA 895 POCAHONTAS PKWY <i>Richmond/ Henrico County, VA</i>	<i>Please see detailed Narrative below.</i>	Transurban 501 Pocahontas Parkway Route 895 Richmond, VA 23231	Rich Prezioso Phone: 804.822.3460	May 2011	March 2011	\$38,523	\$39,446 <i>Contract value change a result of scope validation after engineering investigation completed.</i>	\$39,446

b. Narrative describing nature of Firm's Responsibilities

PROJECT DELIVERY METHOD: Design-Build: Lead Designer—Dewberry

AWARDS/RECOGNITION:

- Design-Build Institute of America/Mid-Atlantic Region (DBIA-MAR) 2011 Transportation Design-Build Merit Award.
- Worked a total of 152,546 man-hours on this project and achieved our project goal of completing the project with **zero** incidents.
- American Infrastructure and Dewberry's proposal brought a 10% cost savings to the Owner.

PROJECT DESCRIPTION: Richmond Airport Connector Road (ACR) was a lump sum, design-build project for which the AI Team was fully responsible for design and construction in collaboration with AI-VA's lead design partner, Dewberry. The project consisted of approximately 1.6 miles of four-lane roadway that provides motorists with direct access to the Richmond International Airport from Route 895. Major quantities included: 422,737 CY of import, 16,541 LF of storm drainage, 111,511 SF of MSE walls, 3 new bridges (one crossing over existing 895 toll road), one bridge widening, 4 box culvert extensions, and 133,507 TN of stone base and paving.

This project required considerable advanced planning and design creativity from the AI Team to ensure success. The team realized early in the project that settlement periods would affect the critical path, and adjusted the work schedule accordingly. Extensive planning was required to reduce impact to the environmentally sensitive site and surrounding wetlands. AI worked together with key stakeholders to provide innovative Value-Engineering solutions including the adjustment of a roadway alignment to reduce excavations, altering the storm-water management design for ease of constructability and shortening the length of the bridges to reduce future maintenance costs. The AI Team also used innovative solutions for ground improvements and soils management including lime stabilization and geotextile fabrics. The AI Team is responsible for managing the QA and QC aspects of this project and is familiar with the QA & QC procedures VDOT requires. ***The DBPM for this project was Mr. Nardon who is our proposed DBPM for the I-64/ Route 15 (Zion Road) Interchange Improvements project.***



Aerial View of the entire project

LESSONS LEARNED / KEYS TO SUCCESS

COMMUNICATION - Open Communication between AI, Dewberry, VDOT and Transurban reduced the need for rework on design changes, and allowed the project team to know and understand the Owner's goals before starting the work.

PARTNERING - Formal Partnering between Contractor and Owner which included a set schedule, set project goals, and a dispute resolution process, all facilitated by a third party, FMI, proved very successful. "American Infrastructure... FHWA, and VDOT worked together almost seamlessly to prepare the plans for final construction approval and solve any and all issues that arose during the design of the project. This effort exemplified the goal that VDOT sets for partnering on each of our design-build projects" Ian Millikan, P.E. – VDOT Design Project Manager; Richmond Airport Connector.

PREPLANNING - Early coordination and approvals from third parties such as CSX, Henrico County, Dominion Power, and the Richmond Airport proved extremely valuable in maintaining the schedule.



Construction of 800' long, 35' tall 4-sided MSE wall between two bridges



Approach to Richmond Airport

ATTACHMENT NO. 3.4.1(a)
LEAD CONTRACTOR – WORK HISTORY FORM
(LIMIT 1 PAGE PER PROJECT)

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

a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)			
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible	
MULLIGAN ROAD PHASE I, FORT BELVOIR <i>Alexandria/Fairfax County, VA</i>	<i>Please see detailed Narrative below.</i>	Federal Highway Administration, EFLHD 21400 Ridgetop Circle Sterling, VA	Doug Nair Phone: 703.285.0137	July 2010	Dec 2010	\$11,917	\$13,755 <i>Contract value change a result of unsuitable materials and owner directed changes in scope</i>	\$13,755

b. Narrative describing nature of Firm's Responsibilities

PROJECT DELIVERY METHOD: Design-Bid-Build Lead Designer—HDR Engineer, Inc.

PROJECT DESCRIPTION: Mulligan Road – Phase I was the construction of 1.62 miles of new four lane connector road through Fort Belvoir between Richmond Highway (US Rt. 1) and Telegraph Road (VA Rt. 611) to help to alleviate congestion in one of the busiest corridors in the DC area (Telegraph Road) and improve access to Fort Belvoir, VA. It replaces surface streets closed by the Department of Defense after the events of 9/11/01.

Project scope included 38 acres of clearing, E&S controls including 500 TN of class 1 rip, 250,000 CY of mass excavation, installation of over 12,000 lf of drainage systems including several types of U-drain systems from spring boxes to UD-4, two bridges with main spans over 150 lf long that required the erection of over 600,000 lbs of steel, over 15,000 lf of concrete pile driving operations (24", 18", and 12"), and a major bypass of a sanitary main line to allow for the removal and relocation of the encased sanitary lines. The construction site was adjacent to a dozen environmental conservation areas, in addition to the two bridges installed at stream crossings, which required AI to utilize strict storm water pollution prevention measures throughout the project site. The bridge construction was steel beam single span with concrete decks, medians and rails. American Infrastructure utilized an advanced robotic grading system to successfully place more than 30,000 TN of sub-base material on grade in preparation for completion of the roadway in Phase 2 of the project. *AI's project team was able to maintain schedule on the project through difficult winter conditions while minimizing impact to 12 adjacent environmental conservation areas. This project was completed with an exemplary safety record.* AI provided QA/QC services with support from an external testing firm (CTI). *The Project Manager for this project was Mr. Flatley, who is our proposed CM for the I-64/ Route 15 (Zion Crossroads) Interchange Improvement project.*

LESSONS LEARNED / KEYS TO SUCCESS

COMMUNICATION - Communication and early involvement of FHWA in our operation planning was a key to addressing any potential issues prior to starting an operation. Prior to the start of any major work operation, we held coordination meetings with FHWA to discuss our planned means and methods, the specifications, and their expectations. This prevented potential delays in planned operations by making sure everyone was involved in the plan.

COORDINATION – With several major work operations subcontracted (piles and bridges), subcontractor coordination was critical to our success on this project. Preconstruction meetings were held with the owner prior to a new subcontractor starting work on the site to make certain we were all aligned on progressing work in a manner that was for the overall success of the project. Weekly subcontractor coordination meetings were held to review work progress, upcoming work, quality control, and safety.

QUALITY CONTROL – Daily quality control checks were conducted in the field with subcontractors to make certain work was proceeding according to specifications.



ATTACHMENT NO. 3.4.1(a)
LEAD CONTRACTOR – WORK HISTORY FORM
(LIMIT 1 PAGE PER PROJECT)

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

a. Project Name & Location	b. Narrative describing nature of Firm's Responsibilities	c. Client/Owner/Project Manager who can verify Firm's responsibilities. Include address and current phone number.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Estimated Value (in Thousands)			
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible	
WATKINS CENTER PARKWAY <i>Midlothian, Chesterfield County, VA</i>	<i>Please see detailed Narrative below.</i>	Zaremba Metropolitan Midlothian, LLC 14600 Detroit Ave. Cleveland, Ohio 44107	Alan Bellis Phone: 216.221.6600	July 2008	Oct 2009	\$49,700	\$51,580 <i>Contract value change a result of changes in final design which was completed after contract award.</i>	\$51,580

b. Narrative describing nature of Firm's Responsibilities

PROJECT DELIVERY METHOD: Design-Bid-Build: Lead Designer—Timmons Group

PROJECT DESCRIPTION: This project included two contracts; one for the Watkins Center Parkway (offsite improvements) and one for the Westchester Commons new commercial complex. Combined, they make up one of the largest construction projects in the Richmond area. Watkins Centre Parkway is a multi-lane access road providing safe, efficient and convenient commuter access to the Westchester Commons retail complex located in the burgeoning consumer hub of northern Chesterfield County. Extending between ramps constructed off of Rt. 288, this roadway features a fully-controlled intersection at Rt. 60 and four traffic roundabouts to facilitate access into the mall and adjacent businesses. AI's scope included widening of Rt. 60 from two to six lanes at the Watkins Centre Parkway intersection and a total widening of 7,000 LF in both EB and WB lanes; demolition and reconstruction of 17,000 LF of Otterdale Road; construction of 14,000 LF of RCP and DIP utility pipe and 132 associated SWM structures. Roadway construction required 1 million yards of excavation, 90,000 tons of stone sub-base and 90,000 tons of asphalt paving. The Westchester Commons project is a 140 acre site improvements contract including 3 million CY of excavation, 1 million SF of serviced building pads, 66,000 lf of underground utilities, state of the art storm water filtering systems including bio-retention areas, Filterra boxes, storm filters, Baysaver, and an underground water filtering detention facility.

LESSONS LEARNED / KEYS TO SUCCESS

MOT - The work at Watkins Centre Parkway featured phased work operations, a schedule made more complex by daily M.O.T. procedures and work hour restrictions, and a requirement to provide uninterrupted access to local businesses and minimal impact to commuters. This project had tight schedule requirements and AI utilized alternate work hours to meet an aggressive schedule. AI's experience on such a similar project allows us to bring expertise and creativity to the I-64/Route 15 DB Project. AI is confident in our abilities to manage traffic and maintain safety while ensuring the schedule is met.

ENVIRONMENTAL CONTROLS - Environmental stewardship and a comprehensive stormwater management plan were key to the success of the project. Extensive E&S controls and devices were placed and maintained during excavation and installation of utilities. Final storm water runoff was controlled by a state-of-the-art filtering system including bio-retention areas, filtera boxes, storm filters, baysaver and a water detention facility.

PRODUCTIVITY - AI was able to achieve production efficiencies and quality control that kept the project within budget during the challenging 18- month schedule. In all, AI excavated of over 3 million yards of material while maintaining a year round average production of 25,000 yards per day and achieved all pad turnover milestones.

PREPLANNING - Extensive use of proprietary AI Delay Free Planning tools ensured coordination with the concurrent site development project while maintaining schedule and budget despite daily M.O.T. operations and an aggressive completion date.

EXPANDED WORK HOURS - In order to meet schedule demands, AI crews and project team worked nights and seven days a week. American Infrastructure was able to provide this sort of round the clock work schedule thanks to our extensive resources including supervisory personnel, inhouse equipment maintenance crews, and labor forces.

PARTNERING - Collaboration with governing entities as well as the owner was essential to meeting all requirements. The inclusion of all parties in planning and scheduling meetings right from the start established relationships, allowed for the expedition of submittal reviews, and removed barriers that would hinder schedule.



Watkins Centre Parkway spans approximately one mile between two sets of collect and distribute (C/D) lanes and access ramps constructed off of Rt. 288.



Typical of the entire project, work at the Rt. 60 intersection featured phased work operations, a schedule made more complex by daily M.O.T. procedures and work hour restrictions, and a requirement to provide uninterrupted access to local businesses and minimal impact to commuters.

ATTACHMENT NO. 3.4.1(b)
LEAD DESIGNER – WORK HISTORY FORM
(LIMIT 1 PAGE PER 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 Value (in Thousands)			
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible	
Route 36 Improvements Design-Build <i>City of Hopewell & Prince George County, VA</i>	<i>Please see detailed Narrative below.</i>	VDOT 4608 Boydton Plank Road Petersburg, VA 23803	Mr. Michael Saunders (no longer at VDOT), Area Construction Engineer Phone: 804.862.6450	Dec 2012	Dec 2012 Anticipated	\$8,225	\$8,225	\$1,469

b. Narrative describing nature of Firm's Responsibilities

PROJECT DELIVERY METHOD: Design-Build: Lead Contractor—Abernathy Construction Corporation (Abernathy)

SPECIFICATIONS: Widen Route 36 (provide an additional lane in the eastbound direction), Urban Typical Section with Shoulders; 2,000 LF Urban Principal Arterial
Widen Route 36 (provide an additional lane in the eastbound direction), Urban Typical Section with Curb & Gutter; 2,500 LF Urban Principal Arterial
Widen Route 144 (provide an additional lane in the eastbound direction), Interchange Ramp Typical Section; 2,400 LF Urban Principal Arterial utilizing the Interchange Ramp GS Standard
Design a Spur Ramp from Route 144 eastbound to Route 36 westbound, Interchange Ramp Typical Section; 650 LF Interchange Ramp GS Standard
Realign/Reconstruct Route 144 westbound, Urban Typical Section with Shoulders; 2,200 LF Urban Principal Arterial

PROJECT DESCRIPTION: Rinker Design the Lead Designer providing engineering design services, right-of-way acquisition services, environmental permitting, and construction engineering/ inspection services for the Route 36 Improvements Design-Build project in Prince George County and the City of Hopewell. The project consists of roadway widening construction for approximately 1 mile of Route 36, 0.5 miles of Route 144, 0.2 miles of new roadway connection from Route 144 to Route 36 and 0.2 miles of widening to Sisisky Boulevard (Fort Lee entrance). Project limits are from 0.25 miles west of Sisisky Boulevard to 0.3 miles west of I-295 along Route 36 and from Route 36 to 0.5 miles west on Route 144. Access onto and off of Route 144 was designed to interchange ramp standards to facilitate higher speed access. The project is being performed as a Design-Build project utilizing ARRA funds.

As the Lead Designer for the Route 36 Improvements, Rinker Design was responsible for the following critical project elements:

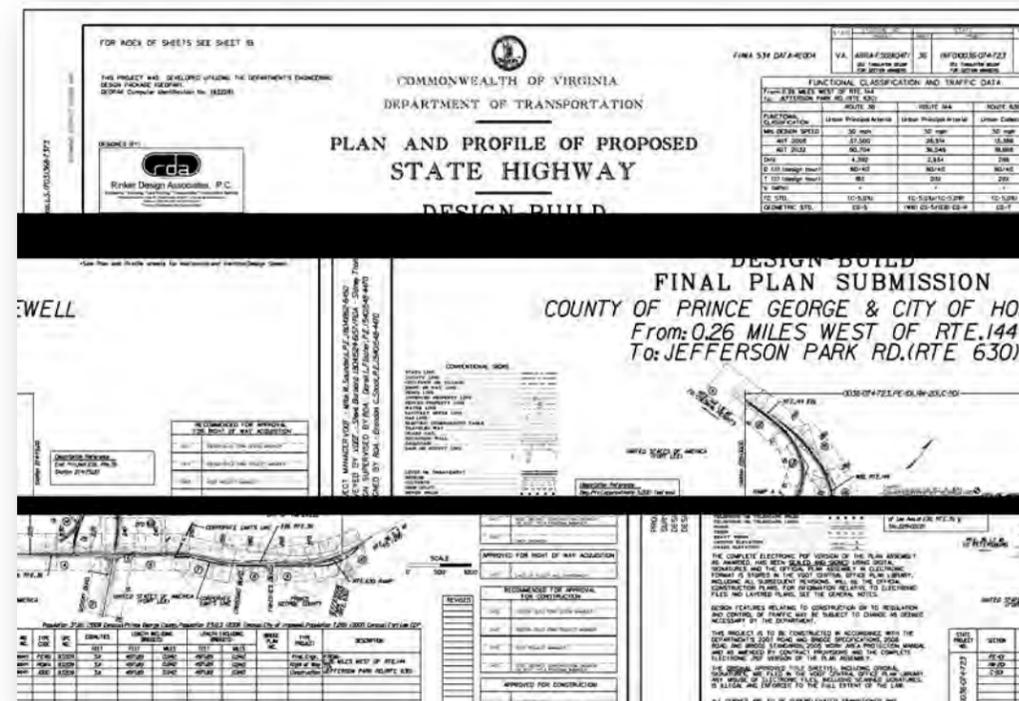
- **Coordination**—project coordination with VDOT, City of Hopewell, Prince George County, and US Army / Fort Lee Military Base
- **Roadway Design**—included typical section development, horizontal and vertical geometry, traffic management plans, signage and marking, signalization plans and lighting plans
- **Drainage Design**—included roadway drainage, cross drainage (culvert design), erosion/sediment control plans, and storm water management (quantitative and qualitative)
- **Environmental Permitting**—permit drawings for all wetland (permanent and temporary) impacts and stream impacts
- **Right of Way Acquisition**—responsible for right of way and easement acquisition from 12 affected parcels
- **Utility Relocation Coordination**—responsible for holding UFI meeting, developing easement requirements, evaluating UT-9 forms to determine cost responsibility, reviewing utility plan and estimates, and monitoring the relocation of affected utilities
- **Subconsultant Management**—activities performed by subconsultants reporting to Rinker Design included geotechnical, traffic signal design and underground utility designation and location.

The design of the Route 36 Improvements, awarded in May 2010, is complete and construction is on schedule for the end of 2012.

LESSONS LEARNED / KEYS TO SUCCESS

INNOVATIVE THINKING – When evaluating the RFP design, RDA found a way to utilize more existing pavement and thereby reduce construction costs. As a result, our team was successful by a narrow margin of less than \$50,000 effective cost.

COMMITMENT – RDA has stayed active throughout the project to ensure the design is sufficient for the means by which the contractor is proceeding. As a result, we have made minor adjustments to facilitate constructability based on varying field conditions at no added cost.



ATTACHMENT NO. 3.4.1(b)
LEAD DESIGNER – WORK HISTORY FORM
(LIMIT 1 PAGE PER 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 Value (in Thousands)			
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible	
Stringfellow Road (Route 645) Widening <i>Fairfax County, VA</i>	<i>Please see detailed Narrative below.</i>	Virginia Department of Transportation 4975 Allilance Drive Fairfax, VA 22030	Mr. Zamir Mirza Phone: 703.259.1794	2011	2012 Anticipated	\$1,600	\$2,600	\$2,300

b. Narrative describing nature of Firm's Responsibilities

PROJECT DELIVERY METHOD: Design-Bid-Build; Lead Contractor–To Be Determined (project is in design phase)

PROJECT SCOPE

This project involves the widening of the existing 2-lane roadway (2 miles) to a 4-lane divided urban minor arterial facility with sidewalks and trails, curb and gutter and a raised median from Route 50 to Route 7735 (Fair Lakes Boulevard).

PROJECT DESCRIPTION

VDOT selected RDA to provide engineering services for this 2.02-mile project for right of way and construction plans including roadway design, hydraulic design, traffic engineering design (including traffic data collection and analysis), sign, signal, pavement marking, lighting plans and ITS, retaining wall design, permit sketches, coordination of utility design and supplemental survey data with roadway design and construction coordination and support. The project consists of widening the existing 2-lane roadway to a 4-lane divided roadway with on-road bicycle lanes, sidewalks and trails, curb and gutter, and a raised median for the length of 2.02 miles from route 7735 Fair Lakes Boulevard to Route 50. The project passes through a densely populated residential corridor with several public facilities including a library, schools and parks, as well as several stream crossings. In addition, the corridor has major utilities including a newly installed 24 inch water main, several large aviation fuel serve Dulles International Airport's fuel farm, as well as the other standard overhead and underground utilities. Roadway design tasks include horizontal and vertical geometrics, pedestrian facility design, on-road bicycle lanes, detailed Traffic Management Plan (TMP) design, signal design, and signage and marking plan design. Drainage design tasks include storm water management facility design, major culvert design, H&H analyses, closed system roadway drainage design, and erosion/sediment control plans. During the preliminary design phase, RDA developed and evaluated multiple roadway alignments in coordination with VDOT, Fairfax County, and other stakeholders including homeowners' associations and public school representatives for the selection of the preferred roadway alignment. In addition to roadway design tasks, RDA has assisted VDOT with the coordination of the relocation of underground and above ground utilities by developing detailed utility relocation information plans depicted as-built information for each relocated utility.

LESSONS LEARNED / KEYS TO SUCCESS

GOING ABOVE AND BEYOND – RDA has received significant positive feedback on this project through VDOT's Consultant Performance Reports. VDOT's Project Manager (from Northern Virginia District Location and Design Division) noted that:

- "Rinker staff has been very cooperative in addressing the needs/requirements of the Department."
- "Rinker has worked very well with other agencies particularly Fairfax County" and "exceeded expectations on many tasks."
- "Rinker staff work diligently to prosecute the work thoroughly and efficiently" and "Rinker's response to review comments is exemplary."



ATTACHMENT NO. 3.4.1(b)
LEAD DESIGNER – WORK HISTORY FORM
(LIMIT 1 PAGE PER 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 Value (in Thousands)			
					Original Contract Value	Final or Estimated Contract Value	Dollar Value of Work for Which Firm Was/Is Responsible	
James Madison Highway (Route 15) PPTA Design-Build <i>Prince William County, VA</i>	<i>Please see detailed Narrative below.</i>	Prince William County Department of Public Works 5 County Complex Court Prince William, VA 22192	Mr. Tom Blaser, Director of Transportation Phone: 703.792.6825	Dec 2009	Dec 2009	\$56,430	\$56,430	\$4,119

b. Narrative describing nature of Firm's Responsibilities

PROJECT DELIVERY METHOD: PPTA/Design-Build: Lead Contractor—Branch Highways, Inc.

SPECIFICATIONS: Design and construct Route 15 from an existing two-lane roadway to an urban principal arterial, VDOT Std. GS-5 with 60mph design speed from Dominion Valley Drive to Route 234 (approximately 2.2 miles). Construct Route 15 widening from two to four lanes from I-66 to Utterback Lane (approximately 1.2 miles). Design and construct realigned Waterfall Road from its existing location to the intersection of Route 15/Sudley Road (approximately 0.3 miles). Realigned Waterfall Road is a Major Collector, VDOT Std. GS-7, with 45mph design speed. Design and construct Heathcote Blvd. Extended, from the intersection of Route 15 and Heathcote Boulevard to the intersection of Old Carolina Road and Heathcote Boulevard (approximately 0.3 miles). Heathcote Boulevard is a four-lane divided Urban Minor Arterial, VDOT Std. GS-6, with design speed of 45mph. Design and construct Old Carolina Road from existing two-lane roadway to the ultimate four-lane divided section—Major Collector, VDOT Std. GS-7, with 45mph design speed from the intersection of Old Carolina Road and Heathcote Boulevard to a point approximately 0.7 miles north. (Total Length of Work: 3.5 miles of Design and 4.7 miles of CEI).

PROJECT DESCRIPTION: Rinker Design is the Lead Designer providing engineering design services, right-of-way acquisition services, environmental permitting and construction engineering/inspection services for the Route 15 PPTA project in Haymarket (Prince William County), Virginia. The project consists of complete roadway and bridge construction for 2.2 miles of US Route 15, 0.3 miles of Waterfall Road, 0.7 miles of Old Carolina Road and 0.3 miles of Heathcote Boulevard. The project also includes construction of an additional 1.2 miles of Route 15 widening design by others. Project limits are from the I-66/Route 15 interchange on the south to the Route 15/Route 234 intersection on the north, including construction of bridge structures over Little Bull Run Creek and Catharpin Creek and a major box culvert at the Tributary to Catharpin Creek. Rinker Design is serving as the Prime Engineering Consultant to Branch Highways, Inc., the Lead Contractor/Project Constructor responsible for development and construction. The project was performed as a D-B venture under the Virginia PPTA Act of 1995.

LESSONS LEARNED / KEYS TO SUCCESS

PARTNERING – Working closely with VDOT, Prince William County, Branch Highways and other stakeholders, Rinker Design facilitated conflict resolution by providing numerous engineered solutions that were acceptable to all parties involved. These solutions enabled the project to maintain momentum, without compromising VDOT standard and requirements, and at the same time, met the Team's budgetary constraints.

COMMITMENT – Innovative solutions were explored and savings were found based on this commitment to looking outside of the box. These savings were realized by the team and by the County in a shared formula.

