1 LETTER OF TRANSMITTAL

VDOT
Virginia Department of Transportation

Archer Western
in association with
PARSONS

July 1, 2013

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

SUBJECT: ***Statement of Qualifications – Contract ID Number C00100566DB63***
Interstate 66/Route 15 Interchange Reconstruction
State Project Number 0066-076-074, Federal Project Number IM-066-1(341)

Dear Ms. Williams:

The design-build team of **Archer Western Construction, LLC (Archer Western),** and **Parsons Transportation Group Inc. of Virginia (Parsons)** is pleased to submit this statement of qualifications for the Interstate 66/Route 15 Interchange Reconstruction, in Haymarket. Archer Western and Parsons bring an established working relationship to the I-66/Route 15 Project. We are currently working together in a design-build capacity on the Virginia Department of Transportation's (VDOT's) $55 million I-395 HOV Ramp Project, in Alexandria, and on the $849 million IH-35E Managed Lane Project in Dallas, Texas. In addition, Parsons is currently wrapping up the design phase of the I-64/Route 15 (Zion Crossroads) Interchange Improvements Design-Build for VDOT. Having worked throughout Northern Virginia for the past 30 years, Parsons is very familiar with the I-66 and Route 15 corridors and is currently drafting the I-66 Tier 1 EIS.

We have assembled a highly experienced team to further enhance our ability to successfully complete this challenging project. Our project team includes experts in those areas most needed for this project, including National Environmental Policy Act documentation and commitment assurance, cultural resource investigation and protection, right-of-way acquisition, quality assurance, maintenance of traffic/transportation management plan/access design, and highway and bridge design and construction.

The Archer Western team has examined the request for qualifications and the information and data discussed therein. In addition, we visited the project site and reviewed the information on nearby projects, including the I-66 Widening Project, and we are familiar with the visible site conditions and specific requirements of this project. We are also familiar with applicable laws and regulations that may affect the cost, progress, and performance of the work.

3.2.1 OFFEROR'S NAME AND ADDRESS: As prime contractor and design-builder, the official representative for the Interstate 66/Route 15 Interchange Reconstruction Project will be as follows:

Offeror's Name: **Archer Western Construction, LLC**
Address: 4445 Willard Avenue, Suite 1040, Chevy Chase, MD 20815

3.2.2 OFFEROR'S POINT OF CONTACT: Our proposed design-build project manager will serve as the point of contact:

Offeror's Primary Contact: **Brian Quinlan, PE, Senior Project Manager**
Address: 4445 Willard Avenue, Suite 1040, Chevy Chase, MD 20815
Phone: 301-347-4614 *Mobile*: 443-744-2066 *Fax*: 404-495-8701
Email: bquinlan@walshgroup.com

3.2.3 PRINCIPAL OFFICER OF THE OFFEROR: The principal officer of Archer Western is as follows:

Offeror's Principal Officer: **David B. Casey, Vice President**
Address: 2410 Paces Ferry Road, Suite 600, Atlanta, GA 30339
Phone: 404-495-8700

3.2.4 STRUCTURE OF OFFEROR: The legal structure of the team is organized such that Archer Western, as a limited liability company with all financial responsibility, will be the signatory to the design-build contract with VDOT. Additionally, Archer Western will provide all performance and payment bonds for the project. Parsons, serving as the lead designer, will be a subcontractor to Archer Western. Team members that will be subconsultants to Parsons include **Schnabel Engineering, Inc.; Accompong Engineering Group, LLC (DBE); Continental Field Services, Inc.; Rice Associates, Inc. (SWaM); and Prime Engineering, Inc. (DBE). McDonough Bolyard Peck, Inc. (SWaM),** will be a subcontractor to Archer Western.

3.2.5 LEGAL NAMES OF LEAD CONTRACTOR AND LEAD DESIGNER: The design-build team consists of **Archer Western Construction, LLC,** as the lead contractor/offeror and **Parsons Transportation Group Inc. of Virginia** as the lead designer.

3.2.6 AFFILIATES & SUBSIDIARIES: Please refer to Appendix E for the completed Attachment 3.2.6.

3.2.7 DEBARMENT FORMS: Please refer to Appendix F for executed debarment forms 3.2.7(a) and 3.2.7(b) from all team members.

3.2.8 VDOT PREQUALIFICATION CERTIFICATE: Archer Western's prequalification ID is A210, and our status is active. Please refer to Appendix G for supporting documentation.

3.2.9 EVIDENCE OF BONDING: The letter for evidence of bonding capability from Archer Western's surety is provided in Appendix H.

3.2.10 PROFESSIONAL SERVICES VERIFICATION: Please refer to Appendix I for a completed Attachment 3.2.10. In Appendix J, we have attached copies of all Department of Professional and Occupational Regulation (DPOR) and State Corporation Commission (SCC) registrations for all team members that will be providing professional services.

3.2.11 DISADVANTAGED BUSINESS ENTERPRISE (DBE): Archer Western is committed to meeting or exceeding the **18 percent** DBE participation goal.

We appreciate the opportunity to submit our qualifications for the design and construction of the Interstate 66/Route 15 Interchange Reconstruction Project. With our proven experience, we are confident that the Archer Western team has the professional and financial resources to make this project a resounding success.

Very truly yours,
Archer Western Construction, LLC

Michael Manning
Business Group Leader

2 OFFEROR'S TEAM STRUCTURE

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2. Offeror's Team Structure

THE ARCHER WESTERN TEAM

Archer Western (AW) is a merit-shop general contractor with a notable aptitude for high-profile, technically challenging heavy-highway projects, examples of which include the recently completed $465 million design-build (D-B) Western Wake Freeway in North Carolina (NC) and the I-95 Bridges Reconstruction in Richmond.

Brian Quinlan, PE, our **D-B Project Manager** (DBPM), has worked on multiple heavy-highway programs along the Eastern seaboard, including VDOT's I-95 Bridges Reconstruction and Route 895 projects in Richmond, the I-95 Express Toll Lanes in Baltimore, the SR 836 Dolphin Expressway in Miami, the I-93 Central Artery in Boston, and the I-676 Vine Street Expressway in Philadelphia. Brian has the proven ability to satisfy complex, demanding requirements for maintenance of traffic (MOT), coordinate with abutters, and cooperate with adjacent contractors.

Brian Quinlan, PE, DBPM

34 Years Exp. | **D-B Exp.** | **VDOT Exp.**

- Successfully managed more than $190 million of D-B projects, including serving as Design Build Project Manager on the Florida SR836 Dolphin Expressway Interchange Reconstruction
- Oversaw MdTA I-895/Moravia Road and MSHA I-95/Branch Avenue projects, which finished ahead of schedule and under budget
- Licensed Virginia professional engineer

Ali Abdolahi, PE, CCM, of McDonough Bolyard Peck, Inc. (MBP), will be the **Quality Assurance Manager.** AW teamed with MBP on VDOT's I-395/I-95/I-495 Springfield Interchange project and on a recent $92 million U.S. Army Corps of Engineers (USACE) expansion of the Dalecarlia Water Treatment Facility in the District of Columbia. Our selection of MBP and Ali was based upon the success of those efforts. An experienced quality assurance (QA) manager, Ali is accustomed to ensuring all contract requirements and specifications are appropriately administered and applied, that all required quality control (QC) tests and independent QA verification testing is carried out according to applicable requirements, and that construction quality standards are met and payments are appropriately processed. Because of his familiarity with VDOT standards and procedures, he will be an ideal point of contact for VDOT on quality matters. Ali's staff will include experienced inspectors and technicians from MBP and an independent testing laboratory.

Ali Abdolahi, PE, QA Manager

31 Years Exp. | **D-B Exp.** | **VDOT Exp.**

- Started his career with VDOT
- QAM on the VDOT Fairfax County Parkway and the I-395 HOV Ramp D-B projects
- VDOT Construction Manager for Route 147 Huguenot Bridge over James River
- Licensed Virginia Professional Engineer and Certified Construction Manager

John Bridge, our **Construction Manager,** has a career distinguished by participation on award-winning infrastructure projects. An experienced construction manager, his extensive D-B experience includes the NC I-540 Western Wake Freeway and the I-285 Structures project at the Atlanta airport, both of which received widespread industry recognition as outstanding successes. He has proven expertise in managing extensive MOT requirements, aggressive project schedules, and multiple stakeholder relationships.

John Bridge, Construction Manager

11 Years Exp. | **D-B Exp.**

- Experienced with MOT, utility coordination, and public outreach for major design build projects
- Construction Manager on NCTA I-540 Western Wake Freeway in Raleigh, NC that featured 32 bridges and six interchanges
- Assistant Construction Manager on I-285 Structures for addition of 5th Runway at Atlanta Hartsfield Jackson International Airport

For the role of **Design Manager,** we have selected **Josh Wade, PE**. Josh recently completed his assignment as the design manager of the $560 million D-B Intercounty Connector (ICC), Contract B, in Maryland. Of particular interest from the ICC assignment are the lessons learned on the design and

Bridge over the ICC with Aesthetic Treatment

construction of two interchanges, five bridges carrying local traffic over the ICC, 2.7 miles of trails, more than 10 miles of local roadways, permitting, right-of-way (ROW) requirements, neighborhood and business accommodation, and extensive public relations efforts (see Appendix B for more details on this project). This project was designed and constructed without any long-term closures and with techniques that successfully minimized impacts to adjacent communities and businesses, the traveling public, and environmental resources. The project included two new interchanges; a traditional diamond at Layhill Road (MD 182); and a single-point urban interchange at New Hampshire Avenue (MD 650). Josh was responsible for the overall design management, including coordination with environmental and construction groups, and is credited with the successful completion of the complex design activities. Josh also offers relevant VDOT experience, having provided design services for the widening of a 6-mile, limited-access section of US Route 58; the I-95 HOV Ramp at Fort Belvoir's North Area (see Appendix B for more details on this project); and support for many environmental documents, including the Manassas Battlefield Park Bypass and Route 29 Charlottesville Bypass environmental impact statements.

Josh is currently serving as the design manager for the I-64/Route 15 (Zion Crossroads) Interchange Modifications D-B project in Zion Crossroads, Virginia. Josh is leading the design efforts for this innovative diverging diamond interchange (DDI) design for VDOT. The design phase of the Zion Crossroads project is scheduled for completion prior to the scheduled kickoff of the I-66/Route 15 Project, allowing for additional lessons learned to be applied. The Zion Crossroads project offers many similarities, including traffic management plan/MOT and the sequencing needs of interchange modifications, ramp and intersection improvements, and access management for nearby businesses and other land uses. In addition, Josh is serving as the design manager for the I-395 HOV Ramp in Alexandria. This VDOT D-B project's design phase will also be substantially complete by the scheduled kickoff on the Gloucester Parkway Extension project.

Josh Wade, PE, Design Manager

18 Years Exp. | **D-B Exp.** | **VDOT Exp.**

- Design manager for the ICC-B D-B project, for which he managed more than 100 engineers
- 18 years of experience working with VDOT
- Experience minimizing neighborhood impacts

Alan Kite, PE, of Parsons, will serve as the **Lead Structural Engineer**. He will lead the design efforts for all structural items, including the new flyover ramp. He has more than 36 years of experience and has worked as the lead structural engineer on the Fore River Bridge; the ICC, Contracts A and B; and the award-winning John James Audubon Bridge. Furthermore, Alan has worked on more than 30 bridge design projects for VDOT, including the I-64 HOV Lanes in Norfolk; the Springfield Interchange, Ramp B, over the Dulles Toll Road; and the Woodrow Wilson Bridge.

Alan Kite, PE, Lead Structural Engineer

36 Years Exp. | **D-B Exp.** | **VDOT Exp.**

- Served as the Lead Structural Engineer for the Woodrow Wilson Bridge Final Design
- Served as the Lead Structural Engineer for the ICC A & B segments that included 5 interchanges and multiple fly over ramps.

In addition to the key personnel identified in the request for qualifications (key personnel resume forms are included in Appendix A), the following value-added individuals will report to Josh, lead their discipline task-force meetings, and handle the interdisciplinary reviews.

Design Manager Josh Wade, Design Quality Manager Greg Anderson, and six other discipline leads worked in the same capacities on the ICC.

Greg Anderson, PE, who has more than 30 years of QC experience, will serve as the **Design Quality Manager.** He will ensure that Parsons' QC procedures are followed. Greg recently served as design QC manager, responsible for audits and the QA/QC compliance for ICC, Contracts A and B, and is currently serving in that capacity for VDOT's I-64/ Route 15 Interchange Modifications D-B.

Greg Anderson, PE, Design Quality Manager		
30 Years Exp.	**D-B Exp.**	**VDOT Exp.**

- Design Quality Manager for the ICC-A and ICC-B D-B projects
- Design QA manager for Parsons Transportation Group's Mid-Atlantic Region

Clifford Roberts, PE, of Parsons, will serve as the **Highway Lead.** Cliff has 29 years of experience in the design, management, and construction of multidisciplinary transportation projects. Throughout his career, he has participated in numerous roadway projects, including more than 15 roadway design projects in Northern Virginia involving improvements to roads in the interstate, primary, and secondary systems. He has provided design solutions for major interstate interchanges, interstate widening, complex intersections, and commercial property access.

Clifford Roberts, PE, Highway Lead		
29 Years Exp.	**D-B Exp.**	**VDOT Exp.**

Virginia Project Experience Includes:

- I-95/395/495 Interchange
- I-95 Widening
- I-64/Route 15 Interchange, Zion Crossroads
- Route 50/Courthouse Road Interchange
- Lorton Road at I-95 and over Pohick Creek
- I-95 HOV Extension

Stuart Tyler, PE, of Parsons, will serve as the **Environmental/National Environmental Policy Act (NEPA) Lead** and will ensure that all applicable commitments are met during the design phase of the project. Stuart has more than 36 years of experience in the management and preparation of environmental analyses and environmental documents in compliance with NEPA, including coordinating with federal, state, and local agencies; preparing air quality, noise, and energy studies; assessing social and natural resource impacts; evaluating historic and archaeological resources; and preparing technical reports and environmental impact statements (EISs). Stuart has managed all levels of NEPA, Section 4(f), and Section 106 compliance documents for a wide variety of transportation project types, in various settings, from heavily developed urban corridors to predominantly undeveloped agricultural areas. Stuart has served as PM for VDOT's Statewide Environmental Document On-Call Contract for five consecutive awards, spanning 17 years. He has conducted EAs for several projects in the area, including the Extension of Pacific Boulevard.

Stuart Tyler, PE, Lead Environmental Manager		
36 Years Exp.	**D-B Exp.**	**VDOT Exp.**

- More than 100 VDOT environmental documents
- PM for VDOT's Statewide Environmental Document contracts and Statewide Wetlands and Water Quality Permits Contract
- Close working relationship with VDOT Environmental Divisions (Central Office and Districts) and federal/state environmental review agencies

In addition, we have supplemented the design team with the following subconsultants that have extensive D-B and VDOT experience: Prime Engineering, Accompong (AEG), Rice Associates, Schnabel Engineering, and Continental Field Services (CFS). Information on the roles of these subconsultants is provided on page 7.

ORGANIZATIONAL CHART NARRATIVE

The roles of the key personnel presented in the organizational chart on page 8 are described below.

DBPM Brian Quinlan, PE, has full authority for design and construction for the AW team. He will be VDOT's primary point of contact and fully responsible for all aspects of the project, including coordination with third-party stakeholders. He will directly supervise the QA, design, construction, safety, ROW, and public relations managers; provide constructability reviews; and promote a project culture that emphasizes safety and quality.

Quality Assurance Manager Ali Abdolahi, PE, from MBP, will be supervised by Brian Quinlan and will report to VDOT as needed. A licensed professional engineer in Virginia, he will ensure that work is performed according to the contract and approved-for-construction plans/specifications. Ali will be responsible for the development of and adherence to the quality program and the QA inspection and testing of all materials used and work performed. He has the authority to stop construction, enforce specification compliance, and issue/require the resolution of all nonconformance reports. To fulfill these responsibilities, Ali will manage an independent QA program that includes inspectors, testing technicians, and a designated testing laboratory that will routinely conduct separate and concurrent tests and analyses of the work.

Design Manager Josh Wade, PE, will report to Brian Quinlan and will manage the construction process in accordance with the approved schedule, including the QC effort that ensures that the materials used and work performed meet contract requirements. He will play a vital role in design development and constructability reviews, and then will be on site full time throughout construction. He will supervise the utilities coordinator, construction quality manager, superintendent, and project engineers while working with the safety manager to ensure that the work is performed safely. He will also coordinate plan revisions and construction document reviews with Design Manager Josh Wade.

Construction Manager John Bridge will report to Brian Quinlan and manage the construction process in accordance with the approved schedule, including the quality control effort that ensures that the materials used and work performed meet contract requirements. He will play a vital role in design development and constructability reviews; then be on site full time throughout construction. He will supervise the Utilities Coordinator, Construction Quality Manager, Superintendent, and project engineers; while working with the Safety Manager to ensure that the work is performed safely. He will also coordinate plan revisions and construction document reviews with Design Manager Josh Wade. John currently holds North Carolina certifications for MOT and erosion control, and he will hold the Virginia Department of Conservation and Recreation (DCR) responsible land distributor (RLD) certification and erosion and sediment control contractor certification (ESCCC) prior to the commencement of construction.

Utilities Coordinator Heather Bridge is another veteran of the successful D-B effort on the Western Wake Freeway, where she prioritized ROW acquisitions and coordinated more than 100 major utility relocations for owners such as Colonial Pipeline, MCI/Verizon, Dixie Pipeline, and Progress Energy. She will co-locate with the design team during the design phase to reinforce the connection between design and construction, interacting with ROW Manager Paul Schray, Utilities Lead Prakash Patel, and utility representatives. During construction, she will be the point of contact for utility relocations and for contract utility work.

Construction Quality Manager Kamran Sadeghi, PE, will report directly to John Bridge. Certified by the USACE in construction quality management, he will manage the QC effort, a role that he currently holds on the MWAA Reagan Runway 33 Earthwork project. In addition to AW personnel, his staff will include third-party inspectors, certified technicians, and laboratories.

Safety Manager Jose Cortez, CSM, will report to Brian Quinlan and will monitor field activities to provide VDOT, construction workers, and the traveling public a safe jobsite. Working with John Bridge, Jose will provide safety training and will assist in the development of a job-specific safety plan. Jose has the authority to stop work as needed.

Lead Environmental Manager Stuart Tyler, PE, will report to Josh Wade and will oversee the preparation of all documents necessary for compliance with federal and state environmental regulations and the implementation of project-specific commitments. Stuart will be involved in the interdisciplinary reviews of each design submittal. He will develop a commitment-tracking database and ensure that all environmental and historic preservation commitments are met. No design product will be submitted without the resolution of comments resulting from Stuart's review.

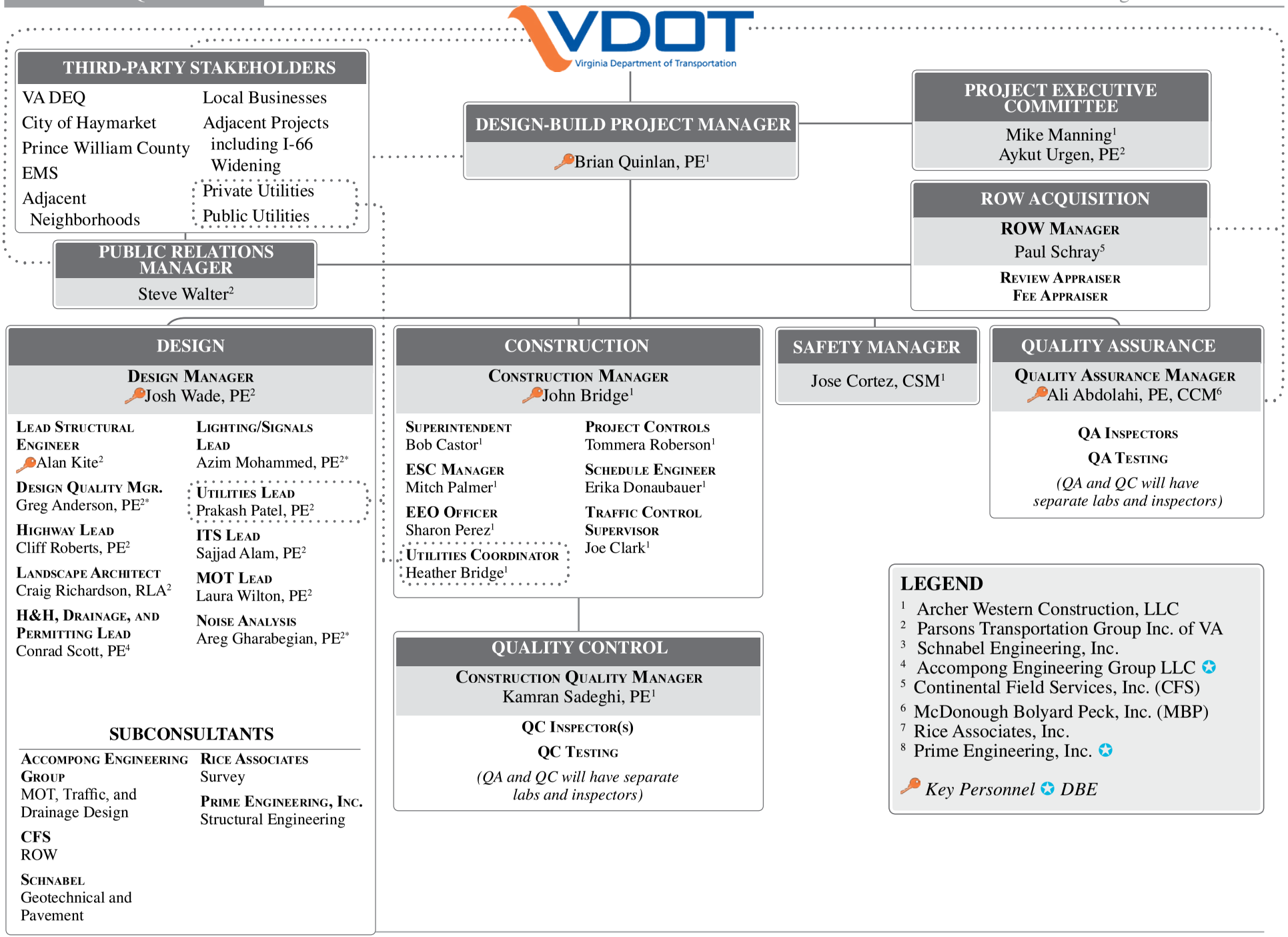
Lead ROW Manager Paul Schray will report directly to Brian Quinlan and will oversee the acquisition process of the needed easements for the project. Paul has more than 27 years of experience in

the acquisition of property for public transportation projects. His experience includes the management of all acquisition, relocation, and appraisal functions; title research; ROW plan design and review; acquisition negotiations; relocation assistance; administrative value determinations; appraisal technical review; and condemnation trial preparation and testimony. Paul will work with the design team to help reduce ROW needs and schedule impacts early in the process and, when needed, he will engage a qualified review appraiser and fee appraiser in the completion of the needed parcel acquisitions.

Team Member Roles and Responsibilities

Every member of our team has worked with AW and/or Parsons in their respective roles. The chart below provides details on each of our team member firms.

Firm	Specialty
	AEG is a Virginia-based DBE/MBE firm providing professional services in transportation engineering and planning, civil engineering, environmental engineering, and program/project management. AEG will assist with the MOT/TMP elements of the project. AEG has recently completed designs for the TMPs and TSPs for five intersections on the Route 36 D-B in Prince George's County and the city of Hopewell and is currently designing the TMP (Type C) for the I-95 bridge replacements over the Meherrin River in Emporia. (DBE/SWaM firm)
MBP	Providing QA for the project, MBP is a multidisciplinary construction consulting firm experienced in assisting clients in managing the construction process from initial budget through design and construction to successful project closeout. MBP has managed more than $90 billion in construction projects. (SWaM firm)
Rice Associates	Rice is a certified surveying, photogrammetry, and subsurface utility designating and mapping firm. Rice has a proven history of performance in serving VDOT in both prime and subconsultant roles, dating back to 1994. (SWaM firm)
Schnabel Engineering	Schnabel Engineering is very familiar with the local soil conditions from numerous current and completed projects in the VDOT's Northern District. Schnabel has recently completed geotechnical investigations and engineering for several nearby projects including work on Heathcote Boulevard, nearby Route 15 improvements and Market Center in Haymarket. Their experience with the local soil conditions on this design-build project will enable the design team to proceed quickly with initial concepts and project development and through to final design. Schnabel has worked with Parsons on the ICC A and B, Zion Crossroads, and I-395 HOV Ramp Design-Build projects. (DBE firm)
Pei	PRIME Engineering, Inc., (PEI) was formed in 2007 and has compiled a track record of successful project completions for many public sector clients. The firm provides a wide variety of integrated design services including bridge design and inspection; civil/structural engineering; architecture; highway design; drainage and stormwater management design; and construction inspection and management. Prime worked in a similar role with Parsons on the ICC A and B projects. (DBE/SWaM firm)
CFS	Continental Field Service (CFS) is a small woman-owned business that has acted as a general consultant to government agencies in the management and conduct of right of way acquisition and relocation programs since its founding in 1966. In this capacity, the firm has developed and implemented property acquisition and relocation policies and procedures on behalf of its clients, and has developed a number of scheduling and control systems to track individual parcel activities and costs.


VDOT
Virginia Department of Transportation
THIRD-PARTY STAKEHOLDERS
VA DEQ
City of Haymarket
Prince William County EMS
Adjacent Neighborhoods
Local Businesses
Adjacent Projects including I-66 Widening
Private Utilities
Public Utilities
DESIGN-BUILD PROJECT MANAGER
Brian Quinlan, PE[1]
PROJECT EXECUTIVE COMMITTEE
Mike Manning[1]
Aykut Urgen, PE[2]
PUBLIC RELATIONS MANAGER
Steve Walter[2]
ROW ACQUISITION
ROW Manager
Paul Schray[5]
Review Appraiser
Fee Appraiser
DESIGN
Design Manager
Josh Wade, PE[2]
Lead Structural Engineer
Alan Kite[2]
Design Quality Mgr.
Greg Anderson, PE[2*]
Highway Lead
Cliff Roberts, PE[2]
Landscape Architect
Craig Richardson, RLA[2]
H&H, Drainage, and Permitting Lead
Conrad Scott, PE[4]
Lighting/Signals Lead
Azim Mohammed, PE[2*]
Utilities Lead
Prakash Patel, PE[2]
ITS Lead
Sajjad Alam, PE[2]
MOT Lead
Laura Wilton, PE[2]
Noise Analysis
Areg Gharabegian, PE[2*]
SUBCONSULTANTS
Accompong Engineering Group
MOT, Traffic, and Drainage Design
CFS
ROW
Schnabel
Geotechnical and Pavement
Rice Associates
Survey
Prime Engineering, Inc.
Structural Engineering
CONSTRUCTION
Construction Manager
John Bridge[1]
Superintendent
Bob Castor[1]
ESC Manager
Mitch Palmer[1]
EEO Officer
Sharon Perez[1]
Utilities Coordinator
Heather Bridge[1]
Project Controls
Tommera Roberson[1]
Schedule Engineer
Erika Donaubauer[1]
Traffic Control Supervisor
Joe Clark[1]
QUALITY CONTROL
Construction Quality Manager
Kamran Sadeghi, PE[1]
QC Inspector(s)
QC Testing
(QA and QC will have separate labs and inspectors)
SAFETY MANAGER
Jose Cortez, CSM[1]
QUALITY ASSURANCE
Quality Assurance Manager
Ali Abdolahi, PE, CCM[6]
QA Inspectors
QA Testing
(QA and QC will have separate labs and inspectors)
LEGEND
1 Archer Western Construction, LLC
2 Parsons Transportation Group Inc. of VA
3 Schnabel Engineering, Inc.
4 Accompong Engineering Group LLC
5 Continental Field Services, Inc. (CFS)
6 McDonough Bolyard Peck, Inc. (MBP)
7 Rice Associates, Inc.
8 Prime Engineering, Inc.
Key Personnel DBE

3 EXPERIENCE OF OFFEROR'S TEAM

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3. Experience of Offeror's Team

The AW team is ideally suited for this challenge. In addition to our team's impressive D-B successes on similar projects, such as the Florida Department of Transportation's SR 115/21st Street Interchange and the Maryland Transportation Authority's ICC project, we have extensive experience with flyover ramp improvements and bridges over interstates, such as the I-95/I-395/I-495 Springfield Interchange in Virginia, the I-10/I-95 Interchange in Florida, and the I-95 HOV Ramp from Fort Belvoir's North Area, as well our recent D-B win, the I-395 HOV Ramp at Seminary Road and NB Auxiliary Lane Extension in Alexandria. Furthermore, Parsons is currently serving as designer of VDOT's I-64/Route 15 Interchange Modifications (Zion Crossroads) D-B project in Louisa County, which is scheduled to be completed prior to the I-66/Route 15 Project's notice to proceed. This will allow for key staff and their lessons learned to be applied to the design phase of this project. Throughout the projects noted above, we have worked with and built relationships with all of our design subconsultants proposed for this project. These experiences enable us to deliver quality work in record time — with little or no learning curve.

I-10/I-95 Interchange in Florida, including the AW-built flyover ramps

This proposed transportation improvement project will enhance traffic operations, safety, and capacity to accommodate the forecasted traffic demand in the area. To ensure the successful design and construction of the facility, several items of concern need to be acknowledged and addressed. These include the safety and constructability of the new ramp and bridge structure over I-66 while maintaining traffic through the interchange, as well as access to and from existing properties on Route 15, Route 55 in Haymarket, and on Heathcote Boulevard; establishing and maintaining effective communications with the general public and navigating the ROW acquisition process; and meeting all commitments made during previous phases of the project, including any commitments related to resource protection, such as the Buckland Historic District. To address all of these issues and to deliver a successful project to VDOT, the D-B team must have key staff with the requisite technical expertise, as well as the experience working together on D-B transportation projects.

The construction of bridges over busy interstate highways requires a commitment to work with multiple agencies, a dedicated effort to preplanning construction activities, and an understanding that the safety of the traveling public and construction workers is the highest priority. AW constructs hundreds of bridges over busy interstate highways every year, and projects such as the I-95 Bridges Reconstruction (included in Appendix B, Work History Forms) is a prime example of our ability to plan, coordinate, and safely construct interstate bridges. For example, for the I-66/Route 15 Project, the foundations and substructure will be constructed behind temporary concrete barriers, and the beams erection and concrete placement for the deck will be completed during off-peak hours and with traffic pacing where appropriate. These activities will need to be coordinated with the adjacent projects, such as the I-66 Widening; the Route 29 at Linton Hall Road Interchange Reconstruction; the Route 15 railroad grade separation; the US 29/Heathcote Boulevard/I-66 Ramp; and the I-66 Tier 1 EIS, which Parsons is managing, to minimize schedule impacts to each of the projects, and more importantly, to minimize the impacts to the workers and traveling public, both in terms of travel times and safety. Our extensive project experience, shown in our project data sheets and in the following table, will prove invaluable to achieving this goal. *(See Section 4, Risk #1.)*

Another opportunity for the D-B team to bring its significant experience to bear is establishing and maintaining communications with stakeholders, such as the Town of Haymarket; local businesses; and the general public, in particular, regarding additional property needs, both acquisitions and easements. The AW team knows the value of clear, concise, and timely communication with the public. To this end, we have the value-added position of Public Relations Manager which will be filled by Steve Walter. Steve will lead the efforts to develop a detailed public relations and communications plan early in the project. Our successful public relations processes were employed on similar nearby projects for VDOT, including the I-66 Tier 1 EIS and the I-66 Feasibility Study, Inside the Beltway (Idea-66); the Bi-County Parkway; and the Capital Beltway EIS. We have developed communications plans; project education materials, such as display boards, brochures, websites, and videos; and held meetings with stakeholders and the general public and provided website updates to VDOT for these projects and D-B projects such as the I-64/Route 15 Interchange Improvement project for VDOT. These tools and our experience keeps stakeholders and the general public informed of current and future activities and helps to reduce any impacts to the businesses, tax base, travel times, and the safety of the general public and our work forces. Our team also includes a ROW expert, Paul Schray, who has completed acquisitions of more than 1,000 parcels for many of the area's major projects, including the Woodrow Wilson Bridge and I-495 HOT Lanes projects, and who has the experience and knowledge needed to minimize any impacts caused by the process to acquire the parcels for the I-66/Route 15 Project. Paul has the experience and knowledge necessary to clearly communicate with the landowners and the general public to explain the need for the additional ROW and the process involved. In our work together on the I-64/Route 15 Interchange D-B, we were able to minimize the ROW impacts and reduce four property takes to one simple, internal VDOT exchange. Our discussion of risk mitigation in Section 4 includes more details on this area of expertise and our understanding of it. *(See Section 4, Risk #2.)*

All major transportation projects must go through the various stages of project development — planning, preliminary engineering, and permitting — before they reach the D-B procurement stage, and each of these stages can result in multiple commitments. In addition, the permitting process during the D-B stage itself can result in additional studies and commitments. As part of the ICC, Contract B, Parsons managed a commitment database and successfully obtained nearly 50 permits or permit modifications without impacting project schedules or critical paths. In addition, Parsons has been conducting planning, environmental, and preliminary engineering studies for VDOT since 1985. During this time, Parsons has successfully completed environmental documentation (such as EAs and EISs, Section 106 compliance reports, and Section 4f evaluations) and preliminary/final engineering for some of the most complex and contentious projects in the commonwealth. Parsons has also held VDOT's on-call contract for environmental documentation since 1995, and has prepared more than 70 environmental documents for projects across the commonwealth. These documents and preliminary designs have led to the successful construction of such notable projects as the I-95 HOT/Express Lanes, the Springfield Interchange, the Capital Beltway Express Lanes, and the Wilson Bridge.

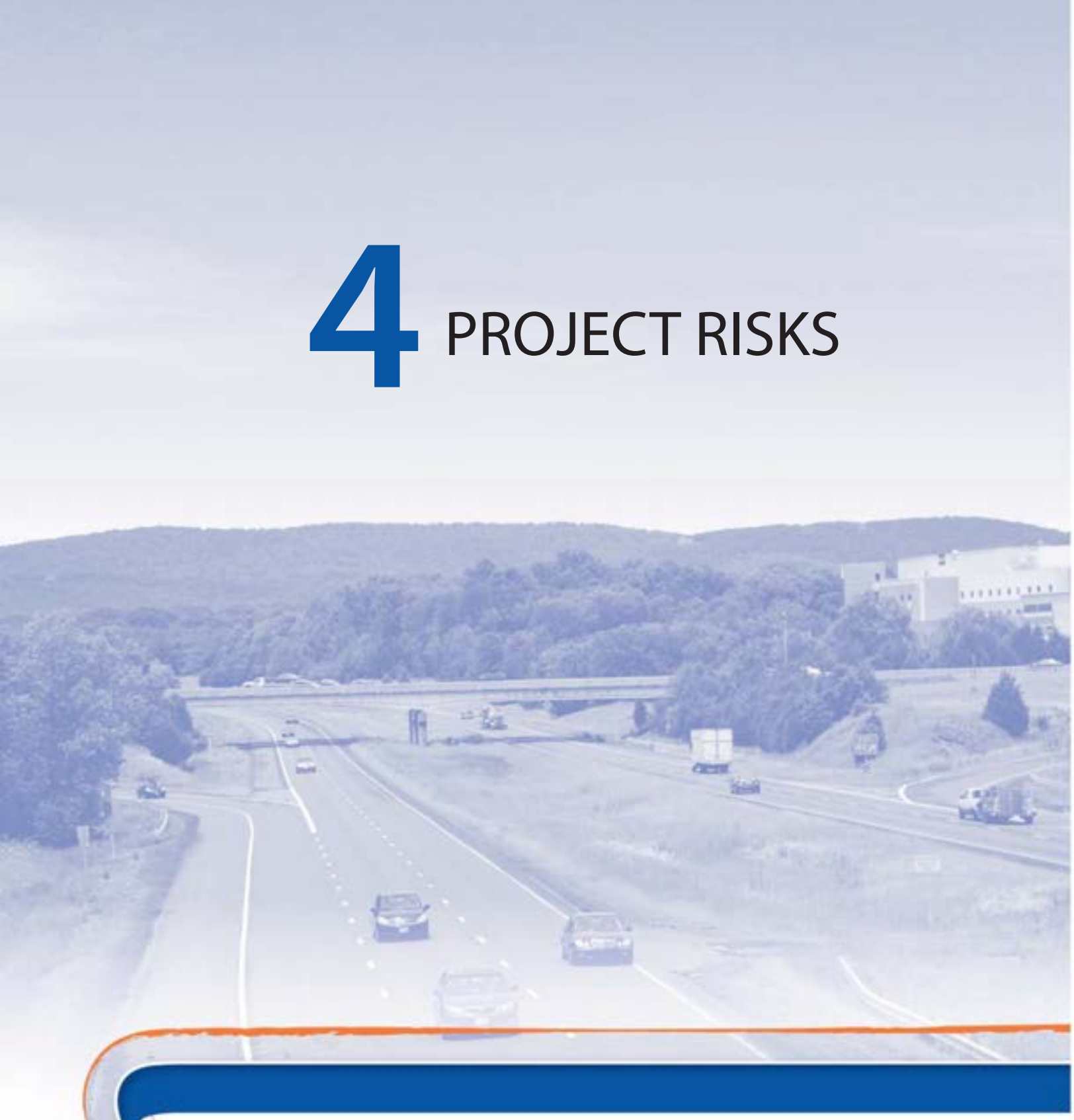
For projects such as these, it is important that all commitments in the environmental documents and agreements are fulfilled. Having a D-B team with the technical understanding and breadth of experience of the AW team ensures these planning commitments, such as those associated with the Buckland Historic District and Buckland Mills Battlefield, will be incorporated into project designs and constructed appropriately. **Our proven team recognizes the value of, and will include, experienced environmental, cultural resource, and ROW experts in the interdisciplinary reviews of all design products to ensure commitments are honored and that quality and schedule are maintained.** *(See Section 4, Risk #3.)*

The following table highlights our team's recent experience on similar projects and supplements the work history forms found in Appendix B.

Project Name and Location	Const. Cost (design only **)	Team Members	Design-Build	Bridge over Interstate	Local Business Access	Neighborhood Interaction	ROW Acquisition	NEPA Document and Commitment Tracking
I-95 Bridges Reconstruction, VA	**$68M**	**A**			✓	✓		
Western Wake Freeway, NC	**$465M**	**A**	✓	✓	✓	✓	✓	✓
I-285 Runway Bridges, GA	**$159M**	**AP**	✓	✓				
ICC, Contracts A and B, MD	**$1B**	**P**	✓	✓	✓	✓	✓	✓
I-95 Ramp from FBNA, VA	**$2.9M****	**P**		✓				✓
I-64/Route 15 Interchange, VA	**$6.9M**	**P**	✓		✓	✓	✓	
I-395/I-95/I-495 Interchange, VA	$112M	AP		✓	✓			✓
SR 115/21st St. Interchange, FL	$30M	A	✓	✓	✓	✓		✓
SR 400 Widening, GA	$47M	A		✓		✓		
I-64 Bridges at ACCA Yard, VA	$25M	A		✓		✓		
Jimmy Deloach Connector, GA	$72M	AP	✓	✓		✓	✓	✓
SR 400/I-85 Interchange, GA	$21M	A	✓	✓	✓	✓		✓
SR 9B Highway, FL	$68M	A	✓	✓		✓		✓
Fairfax County Parkway, VA	$3M**	P			✓	✓		✓
Pacific Boulevard, VA*	$0.3M**	P			✓	✓		✓
Wards 3 and 4 Roadway, D.C.	$37M	P	✓		✓	✓		
Woodrow Wilson Bridge, VA/MD	$42M**	P		✓	✓	✓	✓	✓
Route 7/15 Widening, VA*	$3M**	P	✓		✓	✓		
Route 58, VA	$3M**	P			✓	✓		✓
I-65/US 330 Interchange, IN	$31M	A	✓	✓	✓	✓		✓
Keystone Parkway, IN	$15M	A		✓	✓	✓		
I-20 Bridge Replacements, GA	$30M	A		✓		✓		
I-75/475 Interchange, GA	$91M	A		✓		✓		
Roxboro Road Widening, GA	$12M	A		✓	✓	✓		
SunRail, FL	$168M	AP	✓	✓	✓	✓		
IH-35E, TX	$849M	AP	✓	✓	✓	✓	✓	✓

AP = Archer Western and Parsons • A = Archer Western • P = Parsons
** = Design cost only • Projects shown in **bold** are provided in Appendix B, Work History Forms.

4 PROJECT RISKS



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4. Project Risks

Critical Risk 1 Maintenance of Traffic (MOT)

Why this risk is critical – One of the primary factors for successful completion of the I-66/Route 15 Interchange Reconstruction is the efficient handling of traffic through and around construction, with priority given to the safety of the motorists, pedestrians, workers, and inspectors. In addition to safety considerations, proper staging within the framework of sound MOT sequencing is essential to meeting the project schedule, particularly when the construction area includes an interstate and a mix of residential and commercial properties.

How this risk could impact the project – This risk could impact the project schedule, the public's acceptance of the project, and the perception of those involved; especially if there are personal-injury incidents involving the traveling public or project staff.

Mitigation strategy for this risk – Developing construction staging plans requires finesse, experience, and expertise. Parsons demonstrated that it has the requisite skills on similar VDOT projects such as the I-95 Ramp from Fort Belvoir's North Area and Route 27/244 in Arlington. In addition, our proposed MOT Lead, Laura Wilton, PE, and proposed Traffic Control Supervisor, Joe Clark, are certified by VDOT and the American Traffic Safety Services Association (ATSSA) in work zone safety; and they will be supported by AEG, which has extensive VDOT traffic management knowledge. However, even with the benefit of an exemplary TMP and excellent MOT plans, the construction of bridges over busy interstate highways requires a willingness to work with multiple agencies, a dedicated effort to preplanning construction activities, and an unwavering commitment to the safety of the traveling public and construction workers. The application of these principles by AW on projects like the I-95 Bridges Reconstruction (included in Appendix B, Work History Forms) has been an essential ingredient of our success in the planning for and construction of interstate bridges. Drawing on these lessons-learned for design and construction, anticipated risk mitigation strategies will include the following:

1) Coordination with other projects: To minimize impacts to safety and time for both the traveling public and workers, these activities will need to be coordinated with the adjacent projects, such as the I-66 Widening; the Route 29 at Linton Hall Road Interchange Reconstruction; the Route 15 railroad grade separation; the US 29/Heathcote Boulevard/I-66 Ramp; and the I-66 Tier 1 EIS that Parsons is managing. Regular communication between projects, whether through combined progress meetings, regular conference calls, or weekly updates, will assist in planning work, deliveries, and MOT phasing. This will also improve worker safety in each of the projects involved and help reduce impacts to the traveling public that can quickly multiply through uncoordinated activities. This coordination can also result in improved project acceptance.

2) Detailed sequencing of construction: The construction of the new bridge over I-66 and the rest of the proposed project will impact the traveling public along the interstate, on Route 15, as well as on Heathcote Boulevard and Route 55. We will minimize the interstate impact by using off-peak hours for bridge superstructure construction activities. For maximized safety, the foundations and substructure will be constructed behind temporary concrete barriers along I-66. The overall sequencing will be based on the following conceptual staging:

i. Stage 1

- Construct west side of Route 15 roadway (bridge, BMP sites, signal, drainage)
- Construct I-66 eastbound flyover approach and bridge on western side of Route 15
- Perform construction on Ramp A/Ramp B (at different times)
- Perform construction on Route 55's west side
- Shift Route 15 southbound traffic onto the newly constructed bridge and approach

ii. Stage 2

- Perform construction in the median area of the roadway, including removing the old southbound bridge and widening on the previously built bridge section

- Complete the remaining portions of the curved flyover bridge over Route 15
- Shift northbound Route 15 traffic onto the newly built median section

iii. Stage 3

- Perform construction on the current Route 15 northbound road alignment (bridge, signal, ramps, drainage, etc.)
- Perform construction on Ramp C, then shift the I-66 eastbound on movements to Ramp C and complete the construction for Ramp E
- Construct Ramp B
- Perform construction on Route 55 east side
- Shift northbound temporary traffic from the median area back to the permanent northbound alignment

iv. Stage 4

- Perform permanent median construction (MS-1, signs, etc.)
- Perform final cold-milling operations, final overlay, and striping, then open to traffic

While sections of the ramps can be constructed out of the sequence above, our approach would be to provide VDOT an MOT/TMP concept whereby construction crews are not working all over the site, but rather on one side of the roadway, for the benefit of safety, organization, and public perception.

3) Information Sharing: A key to minimizing impacts to the traveling public, nearby businesses, and the safety of workers is sharing information on the project, including upcoming activities and the overall schedule. Schedule information would include potential lane closures or other normally unexpected impacts. To do this, we will kick-start the project by developing a comprehensive public information and outreach strategy. Our public outreach examples include briefings for elected officials, community/neighborhood briefings, website updates, email communications stream, detour route plans, consultation with state police, and maintenance of a toll-free hotline. This is further detailed in Risk #2.

VDOT's role – Our team experience with developing and implementing innovative, successful MOT and access plans for construction projects will enable us to remove any additional or unusual risk from VDOT. VDOT's role will consist of reviewing, commenting on, and approving the design products, website updates, and press release materials.

Critical Risk 2 Communicating with the Public

Why this risk is critical – The public generally approves of infrastructure improvement projects in the abstract; that is until their lives are disrupted by the design and construction process. ROW acquisition and changing traffic patterns impacts are two prime examples of potential friction points between infrastructure projects and the public, and the I-66/Route 15 Interchange Project will have plenty of both. If not handled properly, these potential friction points can become major problems that generate negative press and mobilize public resistance. If this occurs, it will reflect poorly on both the Design-Build Team and the Owner, while also having the potential to delay the project and increase project cost.

How this risk could impact the project – As we touched on in Risk #1, poor communication with the traveling public and adjacent projects can result in additional travel-time impacts, reduced public and worker safety, lost business and tax revenue, and, ultimately, delays to the project schedule. Moreover, poor communication can also create the potential for delays in the acquisition of ROW and easements.

Mitigation strategy for this risk – The AW team knows the value of developing a detailed public relations and communications plan early in the project. It is important to include the major stakeholders in the plan development and maintain regular communications to be effective. The major

stakeholders of this project include the Town of Haymarket, local businesses, proposed and existing commercial developments, nearby homeowners associations, and the general public. Our successful public relations processes have been utilized on nearby projects for VDOT such as the I-66 Tier 1 EIS, the I-66 Feasibility Study, Inside the Beltway (Idea-66), the Bi-County Parkway, and the Capital Beltway EIS. We have developed communications plans; project information materials, such as display boards, brochures, websites, and videos; and conducted a variety of meetings with stakeholders and the general public. In fact, we are currently providing these types of public information services to VDOT for the I-64/Route 15 Interchange Improvement Project (Zion Crossroads) in Louisa County. The use of these effective tools and our experience keep stakeholders and the general public informed of current and future activities and will help to minimize impacts to the businesses, tax base, and travel times, while ensuring the safety of the traveling public and our work forces.

Of particular note on this project are the potential changes to traffic operations/flow through the various stages of construction and the need to maintain access to commercial and residential properties. For example, per the Request for Proposal plans, access to Parcel 006 (CVS and Fauquier Bank) must be maintained and may require different entrances during different phases of construction. The anticipated relocation of these entrances is an excellent example of the kind of project event that will require clear and timely communication with commercial entities, their employees, and their potential customers so as to minimize impacts and safety risks during construction.

More than 15 acres of public ROW may be required, with additional property possibly needed for stormwater management facilities. Where design modifications and improvements may not sufficiently remove the need for acquiring additional ROW, clear communication early in the project will keep the acquisition process smooth and prevent it from impacting the project schedule. Our team includes a ROW Manager, Paul Schray, who has worked with VDOT to complete the acquisitions of more than 1,000 parcels for several major projects in Northern Virginia, including the Woodrow Wilson Bridge and the I-495 HOT Lanes projects. Paul provides the experience and knowledge needed to minimize potential impacts caused by the process of acquiring the parcels for the I-66/Route 15 Project. Perhaps more significantly, this design team also has the creativity to minimize ROW impacts. For example, on the I-64/Route 15 Interchange D-B, they were able to reduce four property-takes down to a simple, internal VDOT exchange.

VDOT's role – It is the design-builder's responsibility to coordinate with the adjacent projects, develop the communications plan, and perform all items necessary to acquire the needed ROW. Our team's experience in these areas will allow this project to proceed smoothly. VDOT's role will be limited to the normal review and approval of public information and ROW items and the update, with our VDOT-approved information, of VDOT's project website.

Critical Risk 3 **Project Commitments**

Why this risk is critical – All major transportation projects must go through the various stages of project development — planning, preliminary engineering, and permitting — before they reach the D-B procurement stage; and each of these stages can result in multiple commitments to various stakeholders. The Buckland Preservation Society is an example of a key stakeholder that has interest in commitments tailored to mitigate potential impacts to the Buckland Historic District and the Buckland Mills Battlefield. In addition to this type of pre-existing commitment, the design-build permitting process itself and any project modifications may result in additional commitments or requirements. For the project to be perceived as successful by stakeholders like the Buckland Preservation Society, these commitments must be met. Often during design-build projects,

however, tight schedules can result in a myopic focus on getting construction started and completed. When this happens, it is often the case that commitments such as mitigation measures are overlooked or forgotten, except by the now-aggrieved public agency, business establishment, or private citizen who was the beneficiary of that commitment.

How this risk could impact the project – If not properly handled, the risk of not meeting commitments could include permit delays; project fines or liquidated damages; unmet expectations; negative public perception of VDOT, the D-B team, and the project; environmental impacts; travel-time delays; and safety impacts.

Mitigation strategy for this risk – Our team has an in-depth knowledge of the entire project development process. Parsons has been conducting planning, environmental, and preliminary engineering studies for VDOT since 1985. During this time, Parsons has successfully completed environmental documentation (such as EAs and EISs, Section 106 compliance reports, and Section 4f evaluations) and traffic studies, including interchange justification reports (IJRs) and preliminary/final engineering, for some of the most complex and potentially contentious projects in Virginia. Parsons has also held VDOT's on-call contract for environmental documentation since 1995 and has prepared more than 70 environmental documents for projects across the Commonwealth. These documents and preliminary designs have led to the successful construction of such notable Northern Virginia projects as the I-95/I-395 Express Lanes, the Springfield Interchange, the Capital Beltway Express Lanes, and the Wilson Bridge. This local experience provides us with an understanding of appropriate project commitments and how best to satisfy them. For example on VDOT's I-64/Route 15 (Zion Crossroads) D-B project, we clearly understood the Department's commitment to maintain or improve upon the levels of service (LOS) forecasted in the project's IJR (developed during the earlier phase of the project development) and the need to justify the changes we proposed to the RFP concept. A supplemental IJR was developed and supported by data developed through a revised VISSIM model, which demonstrated how the future LOS could be maintained or improved throughout the interchange. This innovative approach allowed us to provide VDOT a project with improved safety, reduced maintenance requirements, and reduced costs.

For projects such as the I-66/Route 15 Project, it is imperative that all commitments in the environmental documents, agreements, and permits are fulfilled. Having a D-B team with the technical understanding and breadth of experience of the AW team ensures planning commitments such as those associated with the Buckland Historic District and Buckland Mills Battlefield will be incorporated into project designs and constructed appropriately. In doing so, we will draw on our ICC experience where we enhanced our normal interdisciplinary review process by including environmental leads to review all design submittals for compliance with the commitments made during the earlier phases of the project development. This additional coordination during the review process helped us to successfully obtain nearly 50 permits or permit modifications without impacting project schedules or critical paths.

To this end, Stuart Tyler, our proposed Environmental/NEPA Lead, will develop a commitment database that we will use to review all design submittals for compliance with environmental commitments and permit requirements. We will do this at the interdisciplinary review phase of each submittal. No submittal will be made without the clearance of this review, and any outstanding issues will be resolved prior to submission. This will ensure that all commitments, such as the aesthetic treatment of the bridge over I-66, will be incorporated into the designs and properly met.

VDOT's role – Our team has demonstrated on recent successful projects that it recognizes the importance and value of including experienced environmental, cultural resource, and ROW specialists in the interdisciplinary reviews of all design products to ensure commitments are honored and that quality and the schedule are maintained. We can and will draw on proven processes to track and incorporate commitments into the design and construction of the project, thereby removing the risk from VDOT, VDOT's role will only be to conduct a normal review and approval of design submittals.

5 APPENDICES

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A Key Personnel Resume Forms

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ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title:

BRIAN QUINLAN, PE, Senior Project Manager

b. Project Assignment:

Design-Build Project Manager

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

Archer Western Construction, LLC

d. Years of experience: With this Firm **5** Years With Other Firms **29** 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.):

Senior Project Manager, Heavy Civil Construction, Archer Western, 2008 to Present
Operations Manager, Heavy Civil Construction, Cherry Hill, 2005 to 2008
Operations Manager/Project Manager, Heavy Civil Construction, Condotte America, 1998 to 2005
Project Manager, Heavy Civil Construction, Perini, 1994 to 1998

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

MBA, University of Maryland, College Park, MD, 2006
BS, Civil Engineering, Georgia Tech, Atlanta, GA, 1979

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

Professional Engineer VA: 1999/Civil/0402033291

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

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

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

VDOT I-95 BRIDGES RECONSTRUCTION, Richmond, VA

Name of Firm: Archer Western
Dates: 2010 – October 31, 2013
Project Role: Senior Project Manager
Construction Value: $68 million

RELEVANCE: *VDOT ▪ High visibility ▪ Three VECP ▪ Accelerated Bridge Construction ▪ Multiphase MOT ▪ Commercial Abutters ▪ Similar role*

Brian's specific responsibilities and authorities included oversight of the estimating and construction of the project and supervision of the Construction Manager and Safety Manager. His specific tasks included management of the estimating team; coordination and management of subcontract and supplier solicitation, negotiation, and award; selection of salaried staff; selection of means and methods for self-performed work; cost control for self-performed work; development of the project schedule and the quality control plan; and problem resolution with the VDOT Richmond District Construction and Engineering Administrator. The project purpose is to reconstruct 10 pairs of existing bridges in the I-95/I-64 corridor in Richmond, which includes a pair of bridges at a stream crossing and the widening of four bridges. This last is for localized shoulder and ramp widening to improve corridor safety. Specific features of work included expressway and local street MOT, expressway bridge demolition, bridge widening, bridge substructure rehabilitation, bridge superstructure, roadway construction, and retaining wall construction. While not a design-build project, this project required extensive ABC construction engineering and collaboration with the VDOT designer for the preparation and approval of shop drawings, of falsework designs, and of demolition and erection plans.

(See Appendix B for more information on this project)

MdTA I-95/I-895 INTERCHANGE RECONSTRUCTION, Baltimore, MD

Name of Firm: Cherry Hill
Dates: 2006 – 2008
Project Role: Operations Manager
Construction Value: $54 million

RELEVANCE: *High visibility ▪ New flyover construction ▪ Overpass reconstruction ▪ Multiphase MOT ▪ Utility coordination ▪ Local street access coordination*

Brian's specific responsibilities and authorities included overall responsibility for construction of the project and

supervision of the construction manager and safety manager. His specific tasks included coordination and management of subcontract and supplier solicitation, negotiation, and award; selection of salaried staff; selection of the means and methods for self-performed work; cost control for self-performed work; development of the project schedule; and problem resolution with the MdTA Project Manager and the Construction Manager. The project purpose was to reconstruct the I-95/I-895 interchange in Baltimore, including the addition of express toll lanes to increase capacity. Specific features of work included urban expressway and local street MOT, utility relocation, overpass demolition and reconstruction for two local streets crossing over I-895, expressway bridge construction for a new I-895 flyover crossing I-95, roadway construction, retaining wall construction, sound wall construction, local street reconstruction, temporary and permanent stormwater management facilities construction and maintenance, and landscaping.

MDX DESIGN-BUILD DOLPHIN EXPRESSWAY (SR 836) AND FLORIDA'S TURNPIKE INTERCHANGE RECONSTRUCTION, Miami, FL

Name of Firm: Condotte America
Dates: 2003 – 2005
Project Role: Design-Build Project Manager
Construction Value: $36 million

RELEVANCE: *Design-build ▪ Multiphase MOT ▪ Bridge work ▪ Bridge demolition over expressway ▪ Utility coordination/relocation ▪ Similar role*

Brian's specific responsibilities and authorities included overall responsibility for the design and construction of the project and supervision of the Design Manager, Construction Manager, Quality Manager, and Safety Manager. His specific tasks included development of bid and construction design concepts; oversight of the designers; coordination and management of subcontract and supplier solicitation, negotiation, and award; selection of salaried staff; selection of the means and methods for self-performed work; cost control for self-performed work; development of the project schedule and quality management plan; and problem resolution with the MDX Program Manager and Construction Manager. One of three Condotte projects that Brian supervised on this corridor upgrade program, the project purpose was to reconstruct the SR 386/Florida's Turnpike interchange to increase capacity by adding lanes (widening) and improving geometry. The specific features of the work included urban expressway and local street MOT, utility relocation, bridge demolition over the Florida Turnpike, bridge construction over local streets and the Florida's Turnpike, roadway construction, retaining wall construction, and landscaping.

VDOT DESIGN-BUILD I-95/RTE. 150/RTE. 895 INTERCHANGE RECONSTRUCTION, Richmond, VA

Name of Firm: Condotte America
Dates: 1999 – 2002
Project Role: Construction Manager
Construction Value: $115 million (subcontract)

RELEVANCE: *VDOT design-build ▪ Multiphase MOT ▪Utility coordination ▪ Contractor QC ▪ New 895 bridges over I-95 ▪ New ramp bridges*

As construction manager, Brian's specific responsibilities and authorities included the day-to-day direction of construction activities through supervision of the General Superintendent, Site Safety Officer, and engineering staff. His specific tasks included coordination and constructability reviews of segmental bridge design; coordination and management of construction engineering for segmental operations; coordination and management of subcontractor and supplier solicitation, negotiation, award, and contract administration; selection of the means and methods for self-performed work; cost control for self-performed and subcontracted work; development and maintenance of the critical path method construction schedule; equipment procurement; material procurement; and daily interaction with the Fluor Daniel/Morrison Knudsen Project Manager, the VDOT QA representative, and the Site Blauvelt QC Manager. The project purpose was to construct a new high-level crossing of I-95 and the James River, which included a three-ramp expansion of the existing I-95/Rte. 150 interchange. The specific features of work included urban expressway and local street MOT, mainline and ramp bridge construction, and deep foundations featuring 6- and 8-foot-diameter drilled shafts.

WMATA BRANCH AVENUE STATION & LINE, Suitland, MD

Name of Firm: Recchi (Condotte) America
Dates: 1998 – 1999
Project Role: Construction Manager
Construction Value: $50 million

RELEVANCE: *Utility coordination ▪ Multiphase MOT ▪ Street reconstruction ▪ New bridge over Suitland Parkway ▪ Two new bridges over tracks ▪ Contractor QC*

As construction manager and general superintendent, Brian's specific responsibilities and authorities included the day-to-day direction of on-site construction activities through the supervision of the superintendents, Site Safety Officer, CQC Manager, and engineering staff. His specific tasks included coordination and management of subcontractors and suppliers; selection of the means and methods for self-performed work; cost control for self-performed and subcontracted work; maintenance of the critical path method construction schedule; equipment procurement; material procurement; and daily interaction with WMATA, various governmental agencies, various utility company representatives, and various abutting property owners. The project purpose was to build a new at-grade Metro station, extensive parking facilities, and several miles of guideway. Specific features of work included aerial guideway (five-span and 16-span bridges) over sensitive wetlands and the Suitland Parkway and two simple-span street overpasses over the at-grade guideway, as well as street reconstruction, extensive parking facilities, extensive utilities, and local street and parkway MOT.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title:

ALI ABDOLAHI, PE, CCM, Project Manager

b. Project Assignment:

Quality Assurance Manager

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

McDonough Bolyard Peck, Inc. (MBP)

d. Years of experience: With this Firm **19** Years With Other Firms **12** 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.):

MBP, 1993 – Present: Senior Engineer and Project Manager – Ali has more than 30 years of experience in field engineering and contract administration for sitework, highways, utilities, buildings, and residential construction. He has experience as a design-build QAM and as a VDOT Construction Manager. He has also performed constructability reviews and pre-construction cost estimate/budget reviews. He is certified by VDOT to perform concrete, asphalt, soils, nuclear testing, and erosion control inspections and by USACE in CQM.

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

MS, Architecture/Construction Management, Virginia Tech, 2003
BS, Construction Engineering, Florida International University, 1981

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

Professional Engineer VA: 1998/Civil/0402031852
Certified Construction Manager: 2006

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

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

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

VDOT ROUTE 147 HUGUENOT BRIDGE, Richmond, VA

Name of Firm: MBP
Dates: 2012 – 2013
Project Role: VDOT Construction Manager
Construction Value: $38 million

RELEVANCE: *VDOT ▪ Bridge demolition ▪ Bridge work ▪ Roadway construction ▪ Similar role*

VDOT Construction Manager supervising the consulting team providing construction inspection and testing to ensure conformance with the Contract documents for bridge replacement. He manages the inspection staff, provides documentation control, approves progress payments, and reviews CPM schedule updates. This multiphase project requires significant coordination with commercial establishments at each end of the heavily utilized suburban bridge over the James River, as well as protection of Native American artifacts of historical significance.

VDOT FAIRFAX COUNTY PARKWAY (ROUTE 7100) DESIGN-BUILD, Fairfax, VA

Name of Firm: MBP
Dates: 2008 – 2011
Project Role: Quality Assurance Manager
Construction Value: $107 million

RELEVANCE: *VDOT ▪ Design-build ▪ Bridge work ▪ Contractor QA/QC ▪ Roadway construction ▪ Multi-purpose trail ▪ Similar role*

Quality Assurance Manager responsible for providing quality assurance and quality control (QA/QC) of all work and ensuring conformance with contract documents. Developed, implemented, and enforced the design-build QA/QC plan. This design-build project required construction of the Fairfax County Parkway between Rolling Road and Fullerton Road, running approximately 1.5 miles through the western and southern portions of Fort Belvoir. The project included the construction of a four-lane, divided, limited access highway; relocation of portions of Hooes Road and Rolling Road; construction of a multi-purpose trail; and construction of interchanges and bridges.

VDOT I-64/BATTLEFIELD BOULEVARD INTERCHANGE, Chesapeake, VA

Name of Firm: MBP
Dates: 2006 – 2009
Project Role: Senior Engineer
Construction Value: $101 million

RELEVANCE: *VDOT ▪ Design review ▪ Bridge work ▪ Interchange work ▪ Multi-Phase MOT*

As senior engineer, provided an independent plan and constructability review of the design documents. Analyzed major work sequencing and traffic staging; and performed detailed take-offs. This phased construction project included the expansion of I-64 from six lanes to 14 lanes, four new interstate bridges, mechanically stabilized earth walls, demolition and replacement of the existing Battlefield Boulevard Bridge over I-64, sound barrier wall, signage, utility work, and the completion of the fiber-optic traffic management system. The project received several public relations awards, an honorable mention national award through the Construction Management Association of America, and the Road and Bridge Paving Innovation Top 10 Award.

VDOT POHICK ROAD BRIDGE OVER FAIRFAX COUNTY PARKWAY, Fairfax, VA

Name of Firm: MBP
Dates: 2001 – 2002
Project Role: Sr. Construction Mgr./Inspector
Construction Value: $2.4 million

RELEVANCE: *VDOT ▪ Fairfax County ▪ Inspection ▪ Bridge construction ▪ Shop drawing review ▪ Fab shop visits*

As Senior Construction Manager, monitored construction activities, scheduled technicians for testing soils and concrete, reviewed contractor's monthly pay requisition, and performed project documentation. Served as MBP's primary on-site representative responsible for inspection, communication with Fairfax County and the contractor, arranging third-party materials tests and overall contract administration. Also responsible for overall project coordination; on-site inspection, review of construction and documentation; mill and shop inspection; shop drawing review; and as-built drawings, all in accordance with VDOT specifications. The $2.4 million overpass project included a 210-foot-long, 70-foot-wide bridge over the Fairfax County Parkway, which consisted of two-span, continuous steel girders with center concrete pier and integral concrete abutments.

VDOT NORTHERN VIRGINIA DISTRICT PERMIT INSPECTION, Fairfax, Arlington, and Prince William Counties, VA

Name of Firm: MBP
Dates: 1999 – 2004
Project Role: Senior Inspector
Contract Value: $3 million

RELEVANCE: *VDOT ▪ Fairfax County ▪ Permitting ▪ Inspection ▪ Interface with commercial establishments ▪ Utility relocations ▪ ROW procurement ▪ Multi-Purpose Trails*

As senior inspector, performed inspections and issued construction permits throughout Fairfax County on a wide range of highway, developer, and utility projects. Inspected more than 14 miles of sound walls on Fairfax County Parkway, W&OD arch bridge and trail improvements in Reston, traffic signal installations, subdivision acceptances, landscaping, commercial and private entrances, street tie-ins, street lights, water main installations, and underground and overhead fiber-optic installation. In addition, performed traffic engineering design review of the ultimate signage and striping for the projects; reviewed and inspected the construction of new fiber-optic telecommunications network, including field coordination with various telecommunications and utility companies; and inspected and issued fiber-optic permits. Provided oversight in the review of all of the Cox Communications permits for their fiber-optics installation project throughout Fairfax County. Assisted the VDOT Permits Section with review of the utility checklist for the proposed dedicated right-of-way to the Commonwealth of Virginia by the developers, contractors, and the Fairfax County Government.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title:

JOHN BRIDGE, Project Manager

b. Project Assignment:

Construction Manager

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

Archer Western Construction, LLC

d. Years of experience: With this Firm **11** Years With Other Firms **0** 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.):

Project Manager, Heavy Civil Construction, Archer Western, 2007 to Present
Assistant Project Manager, Heavy Civil Construction, Archer Western, 2004 to 2006
Project Engineer, Heavy Civil Construction, Archer Western, 2002 to 2003

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

2002 BS, Civil Engineering, Purdue University, West Lafayette, IN

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

N/A

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

1. 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.)

NCTA WESTERN WAKE EXPRESSWAY, Design-Build, Raleigh, NC

Name of Firm: Raleigh Durham Roadbuilders (JV – Archer Western & Granite)
Dates: 2010 – April 2013
Project Role: Construction Manager
Construction Value: $465 million

RELEVANCE: *Design Build ▪ High visibility ▪ Utility relocations ▪ Bridge work, ▪ Interchange construction ▪ Extensive coordination with adjacent businesses and residents. ▪ Similar role*

As Construction Manager, John's specific responsibilities and authorities included day-to-day direction of construction activities through the supervision of the site superintendent, site safety officer, and engineering staff. His specific tasks included the design coordination and constructability reviews; coordination and management of utility relocations; coordination and management of subcontractor and supplier solicitation, negotiation, award, and contract administration; selection of the means and methods for self-performed work; cost control for self-performed and subcontracted work; development and maintenance of the critical path method construction schedule; equipment procurement; material procurement; and daily interaction with the NCTA and the Design Liaison. The project purpose was the design, permitting, and construction of 12 miles of new toll road. The project included 5 million cubic yards of earthwork, 890,000 square yards of concrete paving, construction of 32 bridges and six interchanges, extensive work along 15 existing intersecting roadways, construction of a replacement railroad bridge for CSX, approximately 100 noteworthy utility relocations, drainage, SWM facilities, and MSE/sound walls..

DDOT 11TH STREET BRIDGES REPLACEMENT, Washington DC, et al.

Name of Firm: Archer Western
Dates: 2008 - 2009
Project Role: Lead Civil Estimator
Construction Value: n/a

RELEVANCE: *Design Build ▪ Bridge work ▪ Interchange Reconstruction ▪ Multi-Phase ▪ Local Street Access Coordination ▪ Multi Use Trail*

John's specific estimating responsibilities and authorities included design coordination and pricing for civil elements such as roadways, SWM facilities, and utilities. His specific tasks for the $260M 11th Street Estimate included the evaluation of design concepts, selection of the means and methods for self-performed work; solicitation of subs and suppliers; development of the project bid schedule; development of the earthwork mass diagram, and pricing of the work. The project purpose was to replace the dual 11th Street Bridges with two expressway bridges and a third bridge for local traffic, including an upgraded interchange at DC295 and a new SPUI. Specific features of work included three new river crossings; urban expressway and local street maintenance of traffic; utility relocation; bridge demolition and reconstruction for local streets crossing DC295; new expressway bridge construction for flyovers crossing DC295;

roadway construction; retaining wall construction; sound wall construction; local street reconstruction; temporary and permanent SWM facilities construction and maintenance; and landscaping.

MHJIT EMBANKMENT AND UTILITY RELOCATION PHASE II – Hartsfield Int'l Airport; Atlanta, GA

Name of Firm: Archer Western
Dates: 2007
Project Role: Construction Manager
Construction Value: $66 million

RELEVANCE: *Retaining walls ▪ Utility Coordination/Relocation, ▪ Similar Role*

John's specific responsibilities and authorities included supervision of construction. His direct reports were the Site Superintendent and Safety Manager. His specific tasks included coordination and management of subcontract and supplier solicitation, negotiation, and award; selection of the means and methods for self-performed work; cost and quality control for self-performed work; development of the project schedule; and problem resolution with Airport Operations. The project consisted of site demolition, 1.8 million cubic yards of embankment, a 42-inch sanitary sewer line relocation, and 6-inch to 96–inch storm drainage installation. It also included support of excavation for deep utility installation; two utility tunnels including one for ongoing air operations; new airport roadways and guard booth and security checkpoints; maintenance and support of existing utilities; and MSE walls.

HARTSFIELD JACKSON 5TH RUNWAY I-285 BRIDGES DESIGN-BUILD, Atlanta GA

Name of Firm: Archer Western
Dates: 2004 - 2006
Project Role: Assistant Construction Manager
Construction Value: $158 million

RELEVANCE: *GDOT design-build ▪ Bridge work▪ Multi-Phase MOT on Interstate ▪ Bridge over heavily used Interstate ▪ Utility Coordination*

As Assistant Construction Manager, John's specific responsibilities and authorities included coordination with designers, planning MOT operations, managing major subcontractors and suppliers, developing means and methods, and construction oversight. His specific tasks included the coordination and constructability reviews of runway bridge design; coordination and management of subcontractor and supplier solicitation, negotiation, award, and contract administration; selection of the means and methods for self-performed work; cost control for self-performed and subcontracted work; development and maintenance of the critical path method construction schedule; equipment procurement; material procurement; and daily interaction with the Airport Operations and GDOT. The project purpose was to construct two runway bridges over I-285 (10 lanes) for a new fifth runway and taxiway. The specific features of work included expressway and local street MOT, bridge construction over I-285, and relocation/reconstruction of I-285. It required extensive coordination with the Airport and GDOT to plan and implement four major I-285 traffic shifts.[*See project data sheets for more information.*]

MARTA RAIL SERVICE FACILITY STORAGE YARD, Atlanta GA

Name of Firm: Archer Western
Dates: 2002 - 2003
Project Role: Assistant Construction Manager
Construction Value: $22 million

RELEVANCE: *Design Build ▪ Utility Coordination ▪ Bridge and wall construction ▪ Abutter interface*

As Assistant Construction Manager, John's specific responsibilities and authorities included coordination with designers, project scheduling, project cost and budget control, and construction oversight. His specific tasks included coordination and management of subcontractors and suppliers; cost control for self-performed and subcontracted work; maintenance of the critical path method construction schedule; material procurement; and daily interaction with MARTA, various utility company representatives, and various abutting property owners. The project purpose was to build a new MARTA maintenance facility and storage yard, including a train wash facility with a 1,000' concrete platform. Specific features of work included three new MARTA guideway bridges, SOE to protect existing railroad tracks, retaining walls, grading, drainage, sub-ballast, utilities, and six buildings.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title:

JOSH WADE, PE, Project Manager

b. Project Assignment:

Design Manager

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

Parsons Transportation Group Inc. (Parsons)

d. Years experience: With this Firm **19** Years With Other Firms **0** 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.):

Project Manager/Design Director, Parsons Transportation Group Inc., 1994 to Present

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

MBA, Business Administration, University of Maryland University College (UMUC), 2009
BS, Civil Engineering, University of Maryland-College Park, 1993

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

Professional Engineer VA: 1999/Civil/0402 032924

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

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

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

VDOT I-395 HOV RAMP AT SEMINARY ROAD WITH I-395 NB AUXILIARY LANE EXTENSION, Alexandria, VA

Name of Firm: Parsons
Dates: 2012 – Present
Project Role: Design Manager
Construction Value: $55.4 million

RELEVANCE: ▪ *VDOT design-build experience with same contractor (Archer Western)* ▪ *I-95/I-395* Corridor ▪ *Structure in* Interstate *ROW* ▪ *Local land use access TMP/MOT*

The project is located in Alexandria, Virginia, at the I-395 and Seminary Road Interchange. The purpose of this project is to improve traffic operations and increase safety for HOV and transit users working at or near the Mark Center, a new BRAC-related DOD facility, as well as ramp and pedestrian improvements to mitigate impacts of the additional DOD staff on the surrounding neighborhoods and businesses. The project includes a new reversible HOV ramp on I-395, a new pedestrian bridge across I-395, and the widening of an existing mainline bridge on I-395. Though the project is not yet constructed, the design phase will be significantly completed prior to the anticipated NTP of February of next year for the Fall Hill Avenue Widening and Mary Washington Boulevard Extension. This project is similar to the Fall Hill Avenue and Mary Washington Boulevard Extension project because it is a design-build project for VDOT in the same corridor, involves an interstate, includes impacts to commercial property entrances, includes pedestrian facilities, and has a significant MOT component.

VDOT I-64/ROUTE 15 (ZION CROSSROADS) INTERCHANGE IMPROVEMENT, Louisa County, VA

Name of Firm: Parsons
Dates: 2012 – Present
Project Role: Design Manager
Construction Value: $6.8 million

RELEVANCE: ▪ *VDOT design-build experience* ▪ *Local land use access TMP/MOT* ▪ *Many of the same design leads and subs*

The project is located in Louisa County, Virginia, at the interchange of Route 15 and I-64. The purpose of the project is to improve traffic operations and increase safety at the interchange and along Route 15. The improvements will consist of a conversion of the interchange configuration from a standard diamond to a diverging diamond interchange (DDI). As the design manager, Josh is responsible for the design efforts of this VDOT design-build project. Parsons' winning concept modified the RFP plans and improved maintenance, safety, and operations further while reducing overall costs and construction time. Though the project is not yet constructed, the design phase is on

schedule and will be completed by June of this year, well before the Fall Hill Avenue Widening and Mary Washington Boulevard Extension NTP. The Zion Crossroads project is similar to the project because it is a design-build project for VDOT, includes impacts to residential and commercial property entrances, and has a significant MOT component.

(See Appendix B for more information on this project)

MDOT INTERCOUNTY CONNECTOR DESIGN-BUILD CONTRACT B, Montgomery County, MD

Name of Firm: Parsons
Dates: 2008 – 2011 (Substantial Complete)
Project Role: Design Manager
Construction Value: $560 million

RELEVANCE: *▪ Design-build experience ▪ Many of the same design leads and subs ▪ Several structures built over and/or with live traffic ▪ Historic resource mitigation alternatives ▪ Extensive environmental compliance effort and documentation*

Recently won *ENR's* Best Transportation Project in the Mid-Atlantic Region.

As the design manager, Josh was responsible for the design efforts of the large design-build project. The project consisted of approximately 7 miles of new, controlled access, six-lane tolled roadway and two interchanges: ICC/MD 182 and ICC/MD 650. The construction of Contract B was in some of the most sensitive environmental areas along the complete ICC alignment, including environmental resources such as wildlife, habitat, and scenic waterways, along with historic and cultural resources, as well as historic properties and historic view sheds, along with nearby communities and businesses. The work also included mainline, ramps, cross roads, and pavement design; utility relocations; bridges; retaining walls; noise walls; earth berms; drainage facilities; landscaping; signing, signals, lighting, and pavement markings; tolling infrastructure; maintenance of traffic; ITS devices; public relations support; and environmental compliance.

Josh took a hands-on approach to the project, getting involved and overseeing every aspect of the design of the project. He assisted in the development of the overall project schedule, reviewed day-to-day progress, and ensured the successful completion of the project, on time and under budget. His hands-on, team-building approach to the project management ensured full involvement, from the client to each of the disciplines, including roadway and structures, environmental compliance, construction, and all third parties, and it resulted in a team atmosphere, where all voices and ideas were heard and respected. This team process, whereby all voices were heard and all viewpoints involved in early planning and design reviews, meant that, at the end of the process, all designs were the best they possibly could be, reducing impacts and maintaining the schedule and budget, all while producing a superior product.

(See Appendix B for more information on this project)

FHWA I-95 RAMP FROM FORT BELVOIR NORTH AREA (FBNA), Springfield, VA
FHWA EASTERN FEDERAL LANDS SERVICES ON-CALL, NORTHERN REGION, Washington, D.C.

Name of Firm: Parsons
Dates: 9/2007 – 12/2007
Project Role: Program Manager
Contract Value: $1 million/year

RELEVANCE: *▪ I-95 Corridor ▪ Structure over I-95 and MOT designed for minimal impact to existing traffic*

Completed under the FHWA Eastern Federal Lands Services Northern Region On-Call Contract, the assignments included on the on-call consisted of roadway and bridge designs, environmental studies, traffic engineering and transportation planning, hydraulics and hydrology, value engineering/value analyses, geotechnical investigations, and surveying and mapping. Josh's responsibilities included overall program management, as well as individual project management for several tasks. Included in the tasks Josh participated in for this contract is the I-95 Ramp from the Fort Belvoir North Area (FBNA). Parsons was responsible for the overall design of the ramp, including roadway design, the structural design of two bridges and MSE walls, a soil stabilization support system over an area of poor soils, the 3D analysis and bridge rating of the existing bridge, the development of a traffic management plan, and other related work. Josh was specifically responsible for the geometrics and roadway design of the I-95 Ramp from the FBNA.

(See Appendix B for more information on this project)

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title:

ALAN KITE, PE, Principal Structural Engineer

b. Project Assignment:

Lead Structural Engineer

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

Parsons Transportation Group Inc. (Parsons)

d. Years experience: With this Firm **29** Years With Other Firms **5** 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.):

Principal Structural Engineer/Senior Project Manager, Parsons Transportation Group Inc., 1983 to Present

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

ME, Civil Engineering, University of Virginia, 1982
BS, Civil Engineering, Virginia Tech, 1976

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

Professional Engineer VA: 1981/0402012306

Professional Engineer MD: 1999/24500

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.)

MDOT INTERCOUNTY CONNECTOR (ICC) CONTRACTS A&B, Montgomery County, MD

Name of Firm: Parsons
Dates: 2007 – 2012
Project Role: Lead Structural Engineer
Construction Value: $1,030 million

RELEVANCE: ▪ *Design-build experience* ▪ Same role ▪ *Structures in* Interstate *ROW* ▪ *Noise Wall and Sign structure design* ▪ *Architectural treatments of bridge structures*

Alan was the lead structural engineer responsible for the structural design effort for the $478 million (Contract A) and $552 million (Contract B) design-build projects. He was responsible for organizing the work and schedule, reviewing and checking design drawings, coordinating the design with the General Engineering Consultant and client, and responding to construction-related questions. The projects for 14 miles of the new ICC included 39 bridges (design and rating), 21 major culverts, retaining walls, and over 11 miles of noise barriers. The bridges were one to 10 span concrete and steel girder bridges, with bridge lengths up to 1250 ft. The project also included a signature concrete arch bridge and a special 600 ft. long cut-and-cover deck-over structure where the ICC passes through a neighborhood; as well as numerous architectural features and stringent environmental commitments.

(See Appendix B for more information on this project)

LA DOTD JOHN JAMES AUDUBON BRIDGE DESIGN-BUILD, St. Francisville, LA

Name of Firm: Parsons
Dates: 2006 – 2007
Project Role: Lead Structural Engineer
Construction Value: $348 million

RELEVANCE: ▪ *Design-build experience* ▪ Same role ▪ *Similar foundation and other structural elements* ▪ *Many of the same design leads and subs*

Alan was the lead structural engineer responsible for leading the Baltimore office structural design effort, which included over 8,800 LF of approach structures leading to the main span. The work included the design of prestressed concrete girders, plus caisson and pile foundations. He organized the work, checked design drawings, and developed new details. This $348 million project involved the design and construction of the longest cable stayed bridge in the Americas, with a 1,583 ft. main span crossing the Mississippi. It was Louisiana's first design-build project, earning

recognition as the 2012 ENR Project of the Year. Parsons was the lead designer, as well as a JV partner of the design-builder, Audubon Bridge Constructors.

VDOT I-95 / I-395 / I-495 INTERCHANGE IMPROVEMENT PROJECT, Springfield, Virginia

Name of Firm: Parsons
Dates: 1997 - 1999
Project Role: Senior Structural Engineer
Construction Value:

RELEVANCE: ▪ *Many of the same design leads and subs* ▪ *Structures built over and with live traffic* ▪ *Interstate Corridor*

Alan was responsible for the design and development of contract drawings for three prestressed girder bridges over Route 644 (Old Keene Mill Road). The project involved the preliminary and final design for modifications to the existing Springfield Interchange to improve traffic service and safety at two of the busiest interchanges in Virginia.

Maryland DOTSHA WOODROW WILSON MEMORIAL BRIDGE FINAL DESIGN, VA and MD

Name of Firm: Parsons
Dates: 1999 – 2007
Project Role: Lead Structural Engineer
Contract Value: $680 million

RELEVANCE: ▪ *Interstate Corridor* ▪ *Same role* ▪ *Structure designed for minimal impact to existing traffic* ▪ *Coordinated MOT with and tied into adjacent contracts*

Alan was responsible for leading the Baltimore office structural design effort, developing design details, checking calculations and contract drawings, and coordinating design work with the staff and client. The project consists of dual 6,080 ft. long, 124’ and 110’ wide bridges and an eight leaf bascule over the Potomac River. The bridge utilizes haunched steel girders and post-tensioned segmental v-piers to provide the aesthetic advantages of an arch-like bridge. The project earned the 2008 ASCE Outstanding Civil Engineering Achievement (Opal) Award.

MassDOT FORE RIVER BRIDGE DESIGN BUILD, Quincy and Weymouth, MA

Name of Firm: Parsons
Dates: 2012 – 2013
Project Role: Lead Structural Engineer
Contract Value: $244 million

RELEVANCE: ▪ *Design-build experience* ▪ Same role ▪ *Structure designed for minimal impact to existing traffic*

Alan was responsible for overseeing the design of the approach span structures leading to the lift span over the Fore River. The approaches include 3-span continuous steel girders, with a total length of 521’ (Quincy Approach) and 466’ (Weymouth approach). The reconstruction of over 1,000 ft. of roadways and retaining walls at both approaches to the bridge was also required. The project replaces the existing temporary bridge with a permanent 324’ long vertical lift bridge, using accelerated methods, to span across the Fore River shipping channel.

B Work History Forms

VDOT
Virginia Department of Transportation

Archer Western
in association with
PARSONS

ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
VDOT I-95 Bridges Reconstruction Richmond, VA	Name: **URS Corporation**	Mr. Scott Fisher, PE 2018 W. Laburnum Avenue, Suite 200 Richmond, VA 23227 Phone: (804) 213-9740	October 2014	April 2014	$67,957	$67,957	$67,957

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

Firm's Role: Archer Western is the prime contractor for this bridge reconstruction and I-95 widening project in Richmond, Virginia.

Project Narrative: This project consists of the rehabilitation of 20 interstate bridges on I-95 in Richmond, Virginia, including 2 miles of shoulder widening and the extension of acceleration lanes. Bridge work is primarily ABC superstructure work that includes nightly bridge deck/beam removal and immediate replacement with precast composite deck sections. Substructure work is focused on the rehabilitation of existing substructure elements, although it includes the construction of new substructure and retaining walls, as required for the widening of four bridges. MOT requirements are extensive, because I-95 and I-64 in Richmond must be reduced to one lane in each direction for approximately 200 nights of superstructure replacement in a two-year period, with corresponding lane closures or traffic detours on underlying City of Richmond streets. The project includes an extensive construction engineering effort for superstructure shop drawings, temporary falsework, pier reconstruction, superstructure demolition/erection plans, and for three approved VECPs.

Relevance to I-66 / Route 15 Interchange Project:

- Complex phased construction with stringent interstate and local street MOT criteria for bridge demolition and reconstruction
- Project included widening and interchange modifications with multiphase MOT plan that included significant work restrictions and service-level requirements
- Work involved coordination with several utilities to ensure service was not impacted, including co-planning and facilitating the relocation of DVP transmission and distribution lines
- Requirement for coordination of schedule and work hours with multiple stakeholders
- Project is on track to finish six months early
- Project was main contributor to AWC safety program in Virginia that was recently recognized as Best In Class by VTCA for contractors working more than 750,000 manhours in 2012
- DBPM performed in similar role (overseeing construction effort that included extensive construction engineering)

Lessons Learned:

- Detailed planning of lane closures has reduced time needed for implementation and use of closures.
- Attention to temporary signing is essential to maintaining smooth traffic flow through construction zones, particularly during phase transitions.
- Public media is an important tool for creating public awareness of project activities.
- Project outcomes are directly related to the working atmosphere on the project, so a positive relationship with the client (VDOT) is of paramount importance.
- Proactive coordination with third party stakeholders such as DVP, CSX, and Maggie L Walker Governor's School is a key element of project planning and execution
- Effective coordination with abutters such as schools and business establishments requires regular face-to-face meetings with facility managers.

ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
I-285 Runway Bridges Atlanta, GA	Parsons Brinkerhoff	City of Atlanta Hartsfield Jackson International Airport Project Manager: Kathy Masters Phone: (404) 530-5662 Email: kmasters@atlantaga.gov	October 2006	October 2006	$158,366	$158,366	$112,000

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

Firm's Role: Archer Western was the prime contractor for the construction of three bridges over and the realignment of the I-285 Atlanta beltway; with the unique aspect of the bridges being that they are runway and taxiway bridges for Hartsfield Jackson International Airport.

Project Narrative: The purpose of this design-build project was to construct three new bridges crossing I-285 for a new runway, taxiway and service road for the Atlanta airport.
The scope of work included a new 1,200-foot wide bridge for the skewed crossing of a 500-foot wide runway and a 500-foot wide bridge for the skewed crossing of a 220-foot wide taxiway, plus widening and realignment of I-285. In addition to maintaining all 10 lanes of I-285 throughout construction, the project also provided capacity for two future 3-lane collector roads. The width of the airplane bridge decks created a unique situation in that code requirements mandated that the underlying roadway be treated as a tunnel environment with all the associated special safety provisions.

The design-build team, led by then Design-Build Project Manager (now Project Executive) David Casey, generated significant cost savings with an award-winning design that used mechanically stabilized and cast-in-place earth retention systems to eliminate the 8-foot-thick structure end bents from the conceptual design. The team also reduced the loads on the bridge deck by eliminating 6 feet of backfill and pavement and utilized the bridge deck itself as the runway-riding surface. This allowed for a reduction of the bulb-tee sections from 96 inches to 81 inches deep and the intermediate bridge bents from 8 feet to 3 feet, 3 inches thick. These innovative ideas led to the delivery of the project more than 30 percent below the engineers estimate.

Relevance to the I-395 Projects:

- The project was completed on time and over 30% below the Engineer's Estimate
- AWC-proposed Alternate Technical Concept for the bridge piers and superstructure resulted in large GDOT cost savings
- Expressway widening project with multiphase maintenance-of-traffic plan that included significant work restrictions and service level requirements to accommodate 200,000 vehicles per day
- Required coordination of schedule and work hours with multiple agencies including GDOT and the airport
- Required extensive utility relocations to accommodate one of the world's largest runway bridges
- Contractor QC Program
- Georgia Partnership for Transportation Quality 2006 Grand Prize Design Award
- ACI Georgia Chapter First Place Award for Public Works
- Construction Manager performed in a similar role

Lessons Learned:

- Thinking outside the box on design issues can result in significant cost and time savings as evidenced by the Alternate Technical Concept adopted for the design of the runway bridges.
- With large prefabricated structural elements, delivery routes are an important consideration in planning of means and methods.
- Weekly design meetings attended by Owner, construction, and design personnel are essential to producing a timely design.
- Routine one-on-one management interaction with craft personnel on safety matters helps foster a team approach to our goal that "No One Gets Hurt", which is the basis for the Walsh REAP (Review Employee's Actions and Performance) safety process.
- Detailed planning is the key to productivity in tight work zones, especially where large equipment is involved.

ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Western Wake Freeway, Raleigh, North Carolina	**The LPA Group (Michael Baker Jr.)**	Mr. Ron Hancock, PE State Construction Engineer Email: rhancock@ncdot.gov Phone: 919-707-2400	July 2013	December 2012 Substantial Completion	$446,460	$465,830	$465,830

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

Firm's Role: Archer Western led the Raleigh Durham Roadbuilders Joint Venture in the construction of this design-build Interstate project.

Project Narrative: The I-540 Western Wake Freeway is a new six lane, median-divided toll road that provides a controlled access expressway to accommodate the increasing transportation demand in Western Wake County. The project scope included design, permitting, and construction of a 12.6 mile, 6-lane, tolled road through 72 environmentally sensitive wetland areas. New or improved roadways included the mainline, 14 cross roads, ramps, loops, auxiliary lanes, collector-distributors, service roads, and widening and improvements. The scope also included ROW acquisition services, environmental permitting through multiple agencies, design coordination for a new CSX Railroad Bridge, and utility relocations with multiple agencies. The project featured 34 new bridges at 24 different sites, which included three major interchanges.

Relevance to I-66 / Route 15 Interchange Reconstruction Project:

- Design-build delivery of highway interchanges
- Complex phased construction at the new interchanges and at other existing crossing roadways
- Requirement for coordination of schedule and work hours with multiple agencies and schools
- ROW services and acquisition were a major project component
- Municipal and County involved as stakeholders
- Coordination with over 15 separate utilities and approximately 100 relocations
- Included reconstruction of three existing multi-purpose trails within project limits
- Contractor QA/QC Program
- Massive public outreach effort
- 2012 Carolinas AGC Pinnacle Award for Best Highway Project
- NCDOL GOLD award for safety
- Construction Manager performed in similar role
- Archer Western Project Executive performed in similar role
- Utility Coordinator performed in similar role

Lessons Learned:

- Detailed work planning, and extensive coordination with local home owner associations and community groups resulted in positive relationship with NCTA and community.
- Attention to temporary signing is essential to maintaining smooth traffic flow through construction zones, particularly during Phase transitions.
- Public media is an important tool for creating public awareness of project activities.
- Project outcomes are directly related to the working atmosphere on the project so a positive relationship with the client (NCTA) is of paramount importance. A formal partnering process was instituted at the beginning of the project and it has been extremely successful.
- Meeting with utility companies impacted by the project early in the design process keeps the utilities relocations off the critical path.
- Utility coordination meetings need to be held both as a group and individually to prevent relocations from impacting other utilities.

ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Intercounty Connector Design-Build, Contracts A and B Montgomery and Prince George's Counties, MD	Contract A: Granite, Corman, and Wagman Contract B: Kiewit, Corman, and Wagman	Maryland Dept. of Transportation/State Highway Administration Project Manager: Mr. Mark Coblentz Phone: (301) 586-9267 Email: mcoblentz@iccproject.com	Contract A: April 2007 Contract B: November 2011	Contract A: December 2008 (design); June 2011 (post-design svcs.) Contract B: November 2011	Contract A: Design: $38,600 Construction: $478,000 Contract B: Design: $40,900 Construction: $560,000	Contract A: Design: $44,200 Construction: $478,000 Contract B: Design: $40,900 Construction: $560,000	Contract A: Design: $44,200 Contract B: Design: $40,900

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

Firm's Role: Parsons served as lead designer for the first two major segments, Contracts A and B, of the Intercounty Connector (ICC). Both were performed on an accelerated schedule through a design-build delivery process.

Contract A: Parsons was responsible for the overall design of this toll road, including mainline, ramps and cross roads pavement, utility relocations, bridges, retaining walls, noise walls, earth berms, drainage facilities, landscaping, signing, signals, lighting, pavement markings, tolling infrastructure, maintenance of traffic, intelligent transportation devices, public relations support, and environmental compliance.

Contract B: Parsons was responsible for the overall design of this toll road, including intelligent transportation systems (ITS), electronic toll collection (ETC), traffic signals, signing and pavement marking, more than 80 acres of reforestation, miles of hiker and biker trails, and the relocation of six side roads.

Project Narrative: Contract A: The 7.2-mile project consisted of the first segment of the 18-mile toll road that connects Maryland's Montgomery and Prince George's counties. Parsons, as part of a design joint venture, widened six lanes, designed three new interchanges, and designed 23 bridges. A key feature of the joint venture's design was the innovative reconfiguration of the Metro Access interchange, which was approved prebid as an alternative technical concept (ATC). Another notable feature includes a 611-foot-long deck-over structure where the ICC crosses under the residential community of Olde Mill Run. The deck-over was landscaped with soil and plantings, mitigating the highway's presence in the community. There were 85 utility relocations required in order to build the project. Agreements between the owner and utility companies that were executed prebid greatly facilitated utility design and effectively took the utility work off the critical path. Most of Parsons' design team was co-located in a hub office with the owner and contractor. The very aggressive 18-month design schedule was achieved by mobilizing up to 110 engineers and support staff. Additionally, approximately 500 design submittals were made during the design phase, and each was audited by design quality control staff for compliance with the established procedures. The end result was 100 percent compliance with contract requirements.

Contract B: The 7-mile project consisted of a six-lane, controlled-access toll road, including a diamond interchange, a single-point interchange, and 10 new bridges. Other project features included traffic signals, signing and pavement marking, stream restoration, more than 80 acres of reforestation, miles of hiker and biker trails along the roadway, and the relocation of six side roads.

The project also included extensive ITS and ETC components. The ITS elements included integration with the existing administration's Authority Operations Center (AOC) and Coordinated Highways Action Response Team (CHART) program. These elements also consisted of closed-circuit television (CCTV), dynamic message signs (DMSs), highway advisory radio (HAR), road weather information system (RWIS), fiber-optic communications, telephone communications, electrical services, and other improvements, to provide a fully functioning ITS.

This portion of the toll road is through a sensitive environmental area of the county and crosses through two important watersheds. The project requirements called for numerous environmental protections, mitigations, and construction methods. As the lead designer, Parsons designed and met these stringent environmental requirements and developed several innovative designs to minimize impacts to the surrounding environment. What resulted from the work of more than 150 designers is a successful and environmentally friendly roadway project that was designed under challenging conditions, within a condensed schedule.

Through its experience gained with Contract A, Parsons garnered a comprehensive understanding of the communities, businesses, and traveling public that were impacted along the ICC corridor. To alleviate public concern, Parsons and the entire design-build team prepared a work plan that included a well-defined approach to the public outreach and community relations efforts. Parsons' proactive public involvement approach ensured streamlined communication with the affected public early and often.

Relevance to Interstate 66/Route 15 Interchange Reconstruction:

- Many of the proposed design subconsultants served in the same roles.
- Extensive coordination with the adjacent contracts, including the third segment of the corridor, environmental mitigation projects, and several local and utility projects in the area.
- Widening and other improvements to interstates and local roadways.
- Right-of-way acquisition was a necessary element of the project and was navigated through successfully during construction.
- Extensive land use access management throughout the project that included a major public outreach effort to inform neighbors and the traveling public.

Lessons Learned:

- Weekly discipline and/or challenge-specific task forces were used to work through issues on the project in an open, respectful atmosphere.
- Electronic document and file control for file management allowed for full control of design development and eliminated waste and errors.
- Early, frequent interdisciplinary, constructability, and environmental reviews of the designs drastically reduced the issues and delays.
- Phased construction allowed construction to start sooner and for necessary adjustments in the field to be implemented faster. It also resulted in greater ability to handle critical-path elements by enabling the contractor to work around long-lead items or to innovate on means or methods, reducing costs or improving schedule times.
- An integrated schedule helped show the impact on delays or changes to design or other elements of the project.

ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
I-64 / Route 15 (Zion Crossroads) Interchange Improvements Design-Build Louisa County, VA	Corman Construction	Virginia Department of Transportation – Culpeper District Project Manager: Laurence Farrell Phone: (540) 829-7627 Email: Laurence.Farrell@vdot.virginia.gov	April 2014	April 2014	$6,883	$6,883	$923

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

Firm's Role: Parsons is the lead designer to design and construct improvements to the Route 15 and I-64 interchange in Louisa County, Virginia. As the lead designer, Parsons is responsible for all components of roadway design, 3D modeling, traffic analysis, drainage design, geotechnical investigations, signing and lighting, the development of a traffic management plan (TMP), and other related work. Parsons is also responsible for public involvement for this project.

Project Narrative: This project will improve traffic operations and safety by converting the existing standard diamond interchange into a diverging diamond interchange (DDI) and by improving the Route 15 and Spring Creek Parkway intersection. This will be the first DDI in the commonwealth of Virginia. The project included important land use access throughout the area.

Parsons' innovative redesign of the Virginia Department of Transportation's (VDOT) initial concept further improved safety while reducing maintenance costs, the number of maintenance-of-traffic (MOT) phases, overall costs, and the construction schedule.

Relevance to Interstate 66/Route 15 Interchange Reconstruction:

- Design-build project for VDOT
- Work over an interstate
- Divided roadway
- Multiple MOT phases
- Public involvement with stakeholders, including adjacent landowners important for continued safe and efficient access through the site
- Importance of design QC; ISO-certified QC program will be used to develop the design QC program for this project

Design Innovations:

- This is the first DDI in Virginia.
- The interchange conversion requires a unique TMP and MOT development.

Lessons Learned:

- The lessons learned from completing the construction drawings on this VDOT design-build project will be directly relatable.
- The public relations task will be very similar, including the communications plan and CIM.
- The QC program, based on and in conformance with our ISO certification, will be applied to the development of the design QC for the Fall Hill project.
- Right-of-way requirements from the general public were designed out of the project, and therefore removed from the critical path.

Team Members:

Many of the same team members on this project will fill the same roles and carry the lessons learned over to the Interstate 66/Route 15 Interchange Reconstruction, including the following:

- Josh Wade as Design Manager
- Greg Anderson as Design Quality Manager
- Prakash Patel as Utilities Lead
- Azim Mohammed as Lighting and Signals Lead
- Laura Wilton as the MOT Lead

ATTACHMENT 3.4.1(b)

LEAD DESIGNER - WORK HISTORY FORM

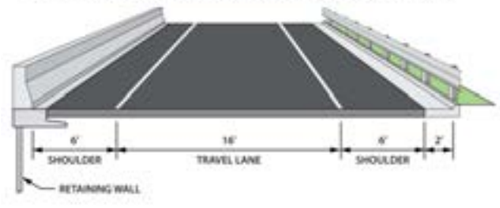
(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Completion Date (Original)	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
I-95 Ramp from Fort Belvoir North Area (FBNA) Springfield, VA	Pending selection.	Federal Highway Administration Project Manager: Robert Morris Phone: (703) 404-6302 Email: Robert.Morris@dot.gov	TBD	TBD	$10,740	TBD	$2,500

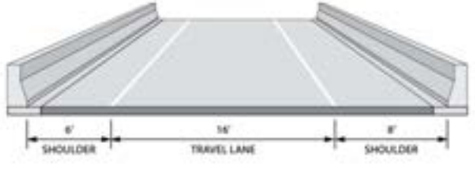
h. Narrative describing the Work Performed by the Firm identified as the Lead Designer for this procurement. Include the office location(s) where the design work was performed and whether the firm was the prime designer or a subconsultant.

Firm's Role: Parsons served as lead designer and was responsible for the final design of the I-95 Ramp from the Fort Belvoir North Area (FBNA). Parsons was responsible for the overall design of the ramp, including roadway design, the structural design of two bridges and MSE walls, a soil stabilization support system over an area of poor soils, the 3D analysis and bridge rating of the existing bridge, the development of a traffic management plan, and other related work. On this project, Parsons coordinated with VDOT, the FHWA Regional Office, Fairfax County, the VDOT MegaProjects GEC, the I-95 HOT lanes team, the U.S. Army Corps of Engineers, and other adjoining project teams. Parsons' Washington, D.C., and Fairfax, Virginia, offices performed the design work.

RAMP ON RETAINING WALL AND EARTH FILL



RAMP ON BRIDGE



Project Narrative: The project is located along the I-95 corridor just north of Fairfax County Parkway. The proposed ramp will connect the existing I-95 HOV flyover ramp to Heller Road within Fort Belvoir, Virginia, which will be referred to as Phase 1 herein. Presently, the existing HOV flyover ramp carries vehicles from the northbound HOV lanes to the northbound I-95 common lanes. The proposed ramp will be used as a reversible, single-lane roadway after the completion of Phase 1 and Phase 2. Ramp features include MSE walls and two bridge structures. A bridge structure will span over Backlick Road, the southbound I-95 common lanes, and the I-95 HOT reversible lanes, while the second bridge will span over Field Lark Branch.

For Phase 1, this ramp is projected to facilitate the movement of traffic (one-way) from FBNA to northbound I-95 and will allow traffic to exit on the ramp during afternoon peak hours. Exiting afternoon traffic can turn right or left at the "tee" bridge and either enter the southbound HOV lanes or the northbound general-purpose lanes on I-95, respectively. For Phase 2, the reconstruction of the existing HOV flyover ramp would be necessary to provide for a dedicated left-turn lane, to allow for morning access into the FBNA from the HOV lanes. This new dedicated lane will be in addition to the existing lane, which is providing access to the northbound general-purpose lanes from the HOV lanes.

Relevance to Interstate 66/Route 15 Interchange Reconstruction:

- Conducted NEPA studies on an accelerated schedule
- Design of a bridge over an interstate
- Extensively coordinated with stakeholders including U.S. Army Corps of Engineers, Fort Belvoir, VDOT, Fairfax County Department of Public Works, and VDOT MegaProjects
- Safety of traveling public, workers, and inspection staff a priority to TMP development

Lessons Learned:

- When construction is performed on existing structures, their existing condition and compliance to the current design standards have to be analyzed early in the design process.
- Analyzing existing subsurface conditions and soils and performing an accurate geotechnical design early in the design will significantly reduce costs or improve schedule times.
- When multiple agencies are involved in the execution of a project, discussions and brainstorming as early as project initiation will resolve major design issues upfront, thereby resulting in well-defined design criteria and project scope. Facilitating a continuous dialogue between agencies and documenting decisions at key points throughout the project will significantly reduce rework.

C SOQ Checklist

VDOT
Virginia Department of Transportation

Archer Western
in association with
PARSONS

ATTACHMENT 3.1.2

Project: 0066-076-074

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 15-page limit?	SOQ Page Reference
Statement of Qualifications Checklist and Contents	Attachment 3.1.2	Section 3.1.2	no	Appendix C, C1 – C3
Acknowledgement of RFQ, Revision and/or Addenda	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	Appendix D, D1
Letter of Submittal (on Offeror's letterhead)				
Authorized Representative's signature	NA	Section 3.2.1	yes	2
Offeror's point of contact information	NA	Section 3.2.2	yes	1
Principal officer information	NA	Section 3.2.3	yes	2
Offeror's Corporate Structure	NA	Section 3.2.4	yes	2
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	2
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	Appendix E, E1
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	Appendix F, F1 – F8
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	Appendix G, G1
Evidence of obtaining bonding	NA	Section 3.2.9	no	Appendix H, H1 – H3

ATTACHMENT 3.1.2

Project: 0066-076-074

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
SCC and DPOR registration documentation (Appendix)	Attachment 3.2.10	Section 3.2.10	no	Appendix I, I1 – I2
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	Appendix J, J1 – J8
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	Appendix J, J9 – J13
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	Appendix J, J14 – J16
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	N/A
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	2
Offeror's Team Structure				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	3
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	Appendix A, A1 – A2
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	Appendix A,

ATTACHMENT 3.1.2

Project: 0066-076-074

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
				A3 – A4
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	Appendix A, A5 – A6
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	Appendix A, A7 – A8
Key Personnel Resume – Lead Structural Engineer	Attachment 3.3.1	Section 3.3.1.5	no	Appendix A, A9 – A10
Organizational chart	NA	Section 3.3.2	yes	8
Organizational chart narrative	NA	Section 3.3.2	yes	5 – 6
Experience of Offeror's Team				
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	Appendix B, B1 – B3
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	Appendix B, B4 – B6
Project Risk				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	12 – 15

D Form C-78 RFQ

VDOT
Virginia Department of Transportation

Archer Western
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PARSONS

ATTACHMENT 2.10

COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION

RFQ NO. C00100566DB63

PROJECT NO.: 0066-076-074

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 05/08/2013
   (Date)
2. Cover letter of RFQ Addendum No. 1 05/20/13
   (Date)
3. Cover letter of _____
   (Date)

Michael D. Manning
Michael D. Manning SIGNATURE

July 1, 2013
DATE

E List of Affiliated and Subsidiary Companies

VDOT
Virginia Department of Transportation

Archer Western
in association with
PARSONS

ATTACHMENT 3.2.6

State Project No. 0066-076-074

Affiliated and Subsidiary Companies of the Offeror

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

☐ **The Offeror does not have any affiliated or subsidiary companies.**
☒ **Affiliated and/ or subsidiary companies of the Offeror are listed below.**

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Affiliate	**Archer Western Contractors, LLC**	**2410 Paces Ferry Rd, Suite 600, Atlanta, GA 30339**
Affiliate	**Walsh Construction Company, LLC**	**929 West Adams, Chicago, IL 60607**
Affiliate	**Walsh Construction Company II, LLC**	**929 West Adams, Chicago, IL 60607**
Affiliate	**Walsh Construction Company of Canada**	**800 Bay Street, Suite 401, Toronto, ON M5S 3A9**
Affiliate	**RL Brosamer, Inc.**	**1777 Oakland Blvd, Walnut Creek, CA 94596**
Affiliate	**Archer Western Contractors, LLC**	**2410 Paces Ferry Rd, Suite 600, Atlanta, GA 30339**
Affiliate	**Walsh Construction Company, LLC**	**929 West Adams, Chicago, IL 60607**
Affiliate	**Walsh Construction Company II, LLC**	**929 West Adams, Chicago, IL 60607**

F Debarment Forms

VDOT
Virginia Department of Transportation

Archer Western
in association with
PARSONS

ATTACHMENT NO. 3.2.7(a)

CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS

Project No.: 0066-076-074

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

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

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

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

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

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

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

July 1, 2013	Vice President
Signature Date	Title

Archer Western Construction, LLC

Name of Firm

ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0066-076-074

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

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

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

Stephen Wartur 6/20/2013 Vice President
Signature Date Title

Parsons Transportation Group, Inc. of Virginia
Name of Firm

ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0066-076-074

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 participation 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.

	6/19/13	President
Signature	Date	Title

Accompong Engineering Group LLC

Name of Firm

ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0066-076-074

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

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

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

Paul Schray 6/19/13 ROW Program Mgr.
Signature Date Title

Continental Acquisition Services, Inc. dba Continental Field Service
Name of Firm

ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0066-076-074

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

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

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

Signature	Date	Title
[signature]	6/19/13	Vice President

McDonough Bolyard Peck, Inc. (d/b/a MBP)
Name of Firm

ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0066-076-074

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

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

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

[signature] 6/20/13 PRESIDENT

Signature Date Title

PRIME ENGINEERING, INC

Name of Firm

ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0066-076-074

1) The prospective lower tier participant certifies, by submission of this proposal, that either it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

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

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

	June 19, 2013	President
Signature	Date	Title

Rice Associates, Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0066-076-074

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

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

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

Signature	6/19/2013 Date	Senior Vice President Title

Schnabel Engineering Consultants, Inc.
Name of Firm

G Offeror's VDOT Prequalification Certificate

VDOT
Virginia Department of Transportation

Archer Western
in association with
PARSONS

A210
ARCHER WESTERN CONSTRUCTION, LLC
PREQ. EXP : 01/31/2014

--PREQ ADDRESS ----------
2410 PACES FERRY ROAD, SUITE 600
ATLANTA, GA 30339
PHONE : 404-495-8700
FAX : 404-495-8701

WORK CLASSES (LISTED BUT NOT LIMITED TO)
002 - GRADING
003 - MAJOR STRUCTURES
006 - PORTLAND CEMENT CONCRETE PAVING
007 - MINOR STRUCTURES

BUSINESS CONTACT: GILLIS, DONALD ALAN
EMAIL: DGILLIS@WALSHGROUP.COM

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

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

H Surety Letter

VDOT
Virginia Department of Transportation

Archer Western
in association with
PARSONS

TRAVELERS

Travelers Bond
215 Shuman Blvd., Naperville, IL 60563
Telephone: (630) 961-7052
Fax: (630) 961-7020

June 10, 2013

RE: Interstate 66/Route 15 Interchange Reconstruction
From: Approximately 0.5 miles west of Route 15
To: Approximately 0.6 miles east of Route 15
State Project No.: 0066-076-074
Federal Project No.: IM-066-1(341)
Contract ID Number: C00100566DB63

To Whom It May Concern:

As surety for **Archer Western Construction, LLC**, **Travelers Casualty and Surety Company of America** with A.M. Best Financial Strength Rating A+ and Financial Size Category XIV is capable of obtaining 100% Performance Bond and 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 as provided for in the Contract Documents on behalf of the Contractor, in the event that such firm be the successful bidder and enter into a contract for this Project.

Travelers Casualty and Surety Company of America's commitment to provide bonds is subject to our review and approval of acceptable contract terms, conditions and bond forms.

Should you have any questions, or need additional information, please feel free to contact me.

Yours truly,
Travelers Casualty and Surety Company of America

Kerry Pecora, Attorney-in-fact

TRAVELERS

POWER OF ATTORNEY

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

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

Attorney-In Fact No. 225482 **Certificate No.** 005426173

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

Brian R. Walsh, J. William Ernstrom, Jodi Wallace, and Kerry Pecora

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

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 26th day of March, 2013.

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

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

State of Connecticut
City of Hartford ss.

By: _____
Robert L. Raney, Senior Vice President

On this the 26th day of March, 2013, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2016.

MARIE C. TETREAULT NOTARY PUBLIC CONNECTICUT

_____
Marie C. Tetreault, Notary Public

58440-8-12 Printed in U.S.A.

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

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

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 10 day of June, 20 13.

Kevin E. Hughes, Assistant Secretary

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

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

SCC and DPOR Information Tables

VDOT
Virginia Department of Transportation

Archer Western
in association with
PARSONS

ATTACHMENT 3.2.10

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

SCC and DPOR Information

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

SCC & DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)							
Business Name	**SCC Information (3.2.10.1)**			**DPOR Information (3.2.10.2)**			
	SCC Number	**SCC Type of Corporation**	**SCC Status**	**DPOR Registered Address**	**DPOR Registration Type**	**DPOR Registration Number**	**DPOR Expiration Date**
Archer Western Construction, LLC	T043700-6	Foreign LLC	Active	N/A	N/A	N/A	N/A
Parsons Transportation Group Inc. of Virginia	0162617-5	Corporation	Active	3926 Pender Dr. Suite 100 Fairfax, VA 22030	Engineering	0405001589	12/31/2013
				100 M Street SE Washington, DC 20003	Engineering	0410000214	02/28/2014
Accompong Engineering Group, LLC	S283521-5	LLC	Active	9510 Iron Bridge Road, Suite 200 Chesterfield, VA 23832	Engineering	0407005442	12/31/2013
Schnabel Engineering	0712674-1	Corporation	Active	46020 Manekin Plaza, Suite 110, Steling, VA 20166	Engineering	0411000701	02/28/2014
CFS	F167489-6	Foreign Corporation	Active	N/A	N/A	N/A	N/A
Prime Engineering	F17707-93	Foreign Corporation	Active	N/A	N/A	N/A	N/A
MBP	0351800-8	Corporation	Active	3040 Williams Drive, Ste. 300 Fairfax, VA 22031	Professional Engineers	0407002955	12/31/2013
Rice Associates, Inc.	0331662-7	Corporation	Active	308 Turner Road, Ste. G, Richmond VA 23225	Land Surveying	0411000200	02/28/2014
				10625 Gaskins Way Manassas, VA 20109	Land Surveying	0407003842	12/31/2013

ATTACHMENT 3.2.10

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

SCC and DPOR Information

DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)						
Business Name	**Individual's Name**	**Office Location Where Professional Services will be Provided (City/State)**	**Individual's DPOR Address**	**DPOR Type**	**DPOR Registration Number**	**DPOR Expiration Date**
Parsons Transportation Group Inc. of Virginia	Joshua Wade, PE	Fairfax, VA	43346 Riverpoint Dr. Leesburg, VA 20176	Professional Engineer	0402032924	01/31/2015
Parsons Transportation Group Inc. of Virginia	Alan Kite, PE	Baltimore, MD	10 East Baltimore Street, Suite 801, Baltimore, MD 21202	Professional Engineer	0402012306	5/31/2015
MBP	Ali Abdolahi, PE, CCM	Fairfax, VA	3040 Williams Drive, Ste. 300 Fairfax, VA 22031	Professional Engineer	0402031852	01/31/2014

J SCC and DPOR Supporting Registration/ License Documentation

VDOT
Virginia Department of Transportation

Archer Western
in association with
PARSONS

SCC eFile
FAST SIMPLE SECURE

SCC eFile
Business Entity Details

Help

Archer Western Construction, LLC

General

SCC ID: T0437006
Entity Type: Foreign Limited Liability Company
Jurisdiction of Formation: IL
Date of Formation/Registration: 6/30/2010
Status: Active

Principal Office

929 W ADAMS ST
CHICAGO IL60607

Select an action

File a registered agent change
File a registered office address change
Resign as registered agent
File a principal office address change
Pay annual registration fee
Order a certificate of fact of registration in Virginia
Submit a PDF for processing (What can I submit?)
View eFile transaction history
Manage email notifications

Registered Agent/Registered Office

CORPORATION SERVICE COMPANY
Bank of America Center, 16th Floor
1111 East Main Street
RICHMOND VA 23219
RICHMOND CITY 216
Status: Active
Effective Date: 4/29/2011

Screen ID: e1000

Commonwealth of Virginia

State Corporation Commission

I Certify the Following from the Records of the Commission:

PARSONS TRANSPORTATION GROUP INC. OF VIRGINIA is a corporation existing under and by virtue of the laws of Virginia, and is in good standing.

The date of incorporation is November 07, 1975.

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:
March 18, 2010

Joel H. Peck

Joel H. Peck, Clerk of the Commission

CIS0357

Commonwealth of Virginia

STATE CORPORATION COMMISSION

Richmond, February 17, 2009

This is to certify that the certificate of organization of

Accompong Engineering Group, LLC

was this day issued and admitted to record in this office and that the said limited liability company is authorized to transact its business subject to all Virginia laws applicable to the company and its business. Effective date: February 17, 2009

State Corporation Commission
Attest:

Joel H. Peck
Clerk of the Commission

CIS0364

Commonwealth of Virginia

STATE CORPORATION COMMISSION

Richmond, July 14, 2006

This is to certify that a certificate of authority to transact business in Virginia was this day issued and admitted to record in this office for

Continental Acquisition Services, Inc.

a corporation organized under the laws of NEW YORK and that the said corporation is authorized to transact business in Virginia, subject to all Virginia laws applicable to the corporation and its business.

State Corporation Commission
Attest:

Joel H. Peck
Clerk of the Commission

CIS0308

Commonwealth of Virginia

State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That McDonough Bolyard Peck, Inc. is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is December 29, 1989;

That the period of its duration is perpetual; and

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

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:
July 31, 2012

Joel H. Peck

Joel H. Peck, Clerk of the Commission

CIS0502

Commonwealth of Virginia

STATE CORPORATION COMMISSION

Richmond, January 11, 2010

This is to certify that a certificate of authority to transact business in Virginia was this day issued and admitted to record in this office for

PEI Engineers, Inc. (USED IN VA BY: Prime Engineering, Inc.)

a corporation organized under the laws of MARYLAND and that the said corporation is authorized to transact business in Virginia, subject to all Virginia laws applicable to the corporation and its business.

State Corporation Commission
Attest:

Joel H. Peck
Clerk of the Commission

CIS0368

Commonwealth of Virginia

State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That RICE ASSOCIATES, INC. is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is December 15, 1988;

That the period of its duration is perpetual; and

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

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:
October 13, 2012

Joel H. Peck, Clerk of the Commission

CISECOM
Document Control Number: 1210135222

Commonwealth of Virginia

STATE CORPORATION COMMISSION

Richmond, August 12, 2009

This is to certify that the certificate of incorporation of

Schnabel Consultants, Inc.

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

State Corporation Commission
Attest:

Joel H. Peck
Clerk of the Commission

CIS0328

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
0405001589

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

PROFESSIONS: ENG

PARSONS TRANSPORTATION GROUP INC OF VIRGINIA
3926 PENDER DR STE 100
FAIRFAX, VA 22030

Gordon N. Dixon, Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
02-28-2014

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

NUMBER
0410000214

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

PROFESSIONS: ENG

PARSONS TRANSPORTATION GROUP INC OF VIRGINIA
100 M STREET SE
WASHINGTON, DC 20003

Gordon N. Dixon, Director

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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
0407005442

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

PROFESSIONS: ENG

ACCOMPONG ENGINEERING GROUP, LLC
9510 IRON BRIDGE RD
SUITE 200
CHESTERFIELD, VA 23832

Gordon N. Dixon, Director

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(POCKET CARD)

COMMONWEALTH OF VIRGINIA
BOARD FOR APELSCIDLA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407005442 EXPIRES: 12-31-2013
PROFESSIONS: ENG
ACCOMPONG ENGINEERING GROUP, LLC
9510 IRON BRIDGE RD
SUITE 200
CHESTERFIELD, VA 23832

(FOLD)

(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
0407002955

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

PROFESSIONS: ENG

MCDONOUGH BOLYARD PECK INC
3040 WILLIAMS DR., STE 300
FAIRFAX, VA 22031

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Gordon N. Dixon, Director

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407002955 EXPIRES: 12-31-2013
PROFESSIONS: ENG
MCDONOUGH BOLYARD PECK INC
3040 WILLIAMS DR., STE 300
FAIRFAX, VA 22031

(FOLD)

(DETACH HERE)

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

J-11

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DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
02-28-2014

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

NUMBER
0411000200

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

PROFESSIONS: LS

RICE ASSOCIATES INC
308 TURNER ROAD
SUITE G
RICHMOND, VA 23225

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Gordon N. Dixon, Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
02-28-2014

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

NUMBER
0411000701

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

PROFESSIONS: ENG

SCHNABEL ENGINEERING CONSULTANTS, INC
46020 MANEKIN PLAZA
SUITE 110
STELING, VA 20166

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Gordon N. Dixon, Director

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000701 EXPIRES: 02-28-2014
PROFESSIONS: ENG
SCHNABEL ENGINEERING CONSULTANTS, INC
46020 MANEKIN PLAZA
SUITE 110
STELING, VA 20166

J-13

(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
01-31-2013

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

NUMBER
0402032924

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

JOSHUA SHEPPARD WADE
43346 RIVERPOINT DRIVE
LEESBURG, VA 20176

Gordon N. Dixon, Director

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

(POCKET CARD)

COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402032924 EXPIRES: 01-31-2013

JOSHUA SHEPPARD WADE
43346 RIVERPOINT DRIVE
LEESBURG, VA 20176

(FOLD)

(DETACH HERE)

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

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(8/08)

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
05-31-2013

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

NUMBER
0402012306

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

T A KITE
8404 COTONEASTER DRIVE #3D
ELLICOTT CITY, MD 21043

Gordon N. Dixon, Director

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

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
01-31-2014

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

NUMBER
0402031852

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

ALI ABDOLAHI
MCDONOUGH BOLYARD PECK
3040 WILLIAMS DRIVE
SUITE 300
FAIRFAX, VA 22031

Gordon N. Dixon, Director

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