



# STATEMENT OF QUALIFICATIONS

## A Design-Build Project

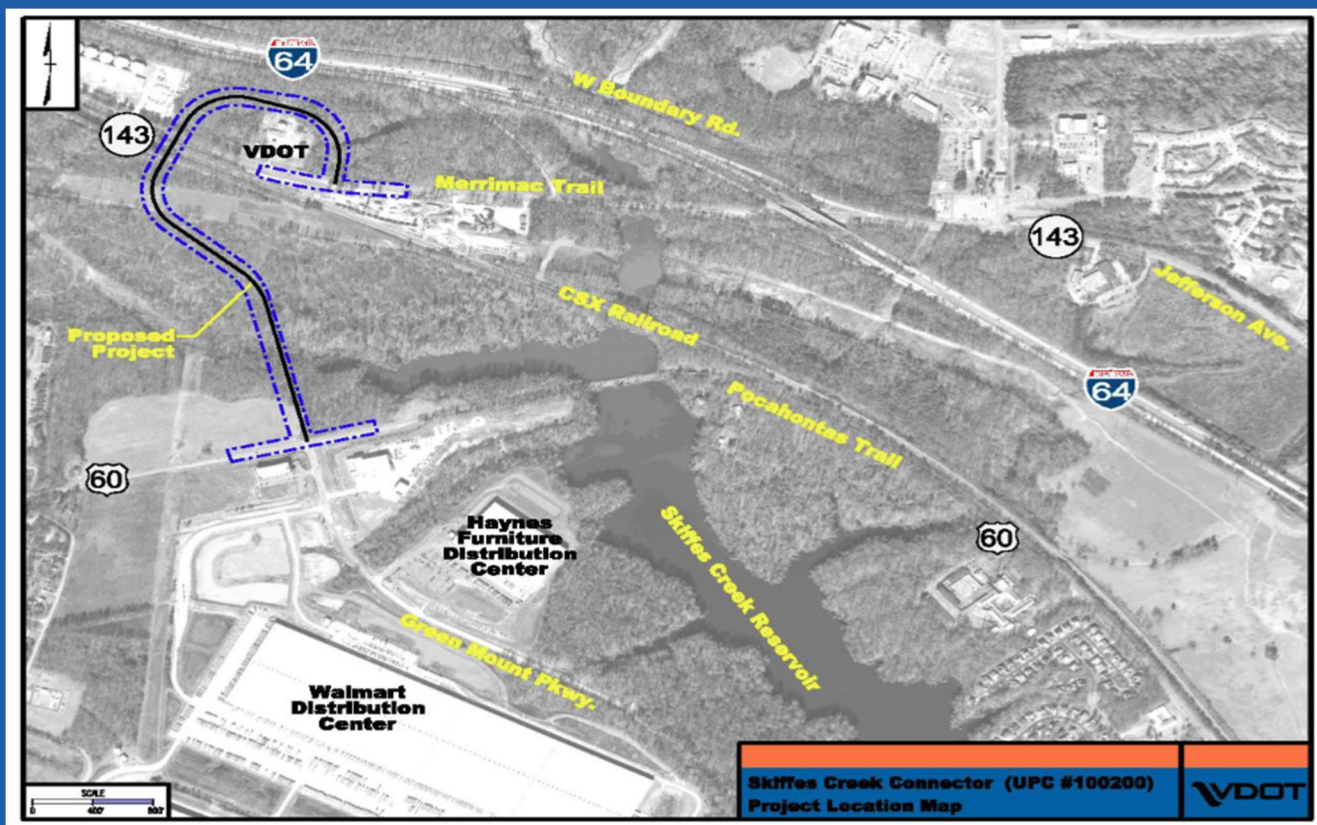
### Skiffes Creek Connector

From: Route 60 (Pocahontas Trail)  
To: Route 143 (Merrimac Trail)

State Project No.: 0060-047-627, P101, R201, C501, B619, B620

Federal Project No.: STP-5A03(455)

Contract ID Number: C00100200DB104



## 3.2 Letter of Submittal





12001 GUILFORD ROAD | ANNAPOLIS JUNCTION, MD 20701  
BALTIMORE 401.792.9400 | WASHINGTON 301.953.0900  
FAX 301.953.0384

May 30, 2019

Sudha Mudgade, P.E., PMP, DBIA  
Alternative Project Delivery Division  
Virginia Department of Transportation  
1401 E. Broad Street  
Richmond, VA 23219

**RE: Letter of Submittal | Design-Build | Skiffes Creek Connector | James City County, VA |  
State Project No.: 0060-047-627, P101, R201, C501, B619, B620 | Federal Project No.: STP-5A03 (455)  
Contract ID Number: C00100200DB104**

Dear Ms. Mudgade:

**3.2.1** Corman Kokosing Construction Company (Corman), 12001 Guilford Road, Annapolis Junction, MD 20701 is the legal entity who will execute the contract with VDOT and submits the following:

- One original Statement of Qualifications (SOQ) with full supporting documentation
- One CD-ROM containing the entire SOQ in a single cohesive Adobe PDF file
- 10 abbreviated copies of our original SOQ

3.2.2 Point of Contact	Secondary Point of Contact	3.2.3 Principal Officer of Corman
<p><b>Lou Robbins, PE, DBIA</b>  <b>Vice President Alternative Delivery</b>            Corman Kokosing Construction Company            12001 Guilford Road            Annapolis Junction, MD 20701            703-772-8566 -Cell            301-953-0384 -Fax            lrobbins@cormanconstruction.com</p>	<p><b>Chris Clark</b>  <b>Design-Build Project Manager</b>            Corman Kokosing Construction Company            1403 Greenbrier Parkway, Suite 575            Chesapeake, VA 23320            240-581-9589 -Cell            757-227-3066 -Fax            cclark@cormanconstruction.com</p>	<p><b>Arthur C. Cox</b>  <b>President</b>            Corman Kokosing Construction Company            12001 Guilford Road            Annapolis Junction, MD 20701            410-792-9400 -Telephone            ccox@cormanconstruction.com</p>

**3.2.4 Corporate Structure:** Corman will be the design-build contracting entity for this project. Corman is a corporation titled in Ohio, and will be the sole major participant firm and responsible party to the design-build contract with VDOT. Corman will hold all financial responsibility for the contract.

**3.2.5 Lead Contractor:** Corman Kokosing Construction Company | **Lead Designer:** Parsons Transportation Group, Inc.

**3.2.6 Affiliated and/or Subsidiary Companies Table (Attachment 3.2.6)** is in the Appendix.

**3.2.7 Certification Regarding Debarment Forms (Attachments 3.2.7(a) and 3.2.7(b))** are in the Appendix.

**3.2.8** Corman’s VDOT Prequalification (C3607-Active) evidence is in the Appendix.

**3.2.9 Surety Letter** is in the Appendix.

**3.2.10** SCC and DPOR information are in **Attachment 3.2.10** and supporting documentation are in the Appendix.

**3.2.11** Corman is committed to achieving a 13% DBE participation goal for the entire value of the contract.

Sincerely,

**CORMAN KOKOSING CONSTRUCTION COMPANY**

  
\_\_\_\_\_  
Arthur C. Cox, President

## 3.3 Team Structure



**3.3 TEAM STRUCTURE**

With a Design-Build portfolio of over \$2 billion, \$700 million directly for VDOT, Corman Kokosing Construction Company (Corman) comes to VDOT with the hands-on experience and highly-qualified personnel required to execute the design and construction and mitigate the risks of the Skiffes Creek Connector Design-Build project. Corman has successfully delivered 22 design-build roadway and bridge projects, many similar and complex to this project. Recent VDOT Design-Build projects (with some setting a precedent regarding the first of its kind in Virginia) include:

- I-64 Southside Widening and High Rise Bridge, Phase 1, Chesapeake, VA – *VDOT’s first use of ATCs in the selection process and was the largest VDOT design-build project to date when awarded.*
- Route 29 Solutions, Albemarle County, VA – *VDOT’s first project with a Responsible Charge Engineer as a Key Personnel and second flash track project.*
- Military Highway Continuous Flow Intersection (CFI), Norfolk, VA – *Virginia’s first CFI.*
- I-64 / Route 15 Diverging Diamond Interchange (DDI), Zion Crossroads, VA – *Virginia’s first DDI.*

Throughout the years, Corman has built a solid reputation of strategically aligning with the design-build partners that meet project needs and requirements. For this project, Corman has partnered with Parsons Transportation Group Inc. (Parsons) as the Lead Designer, collectively the “Corman/Parsons Design-Build Team” (Corman/Parsons DB Team). Parsons has been specifically chosen, along with Joshua Wade, PE as the Design Manager (DM), because they have proven they can deliver design-build projects. Examples of their successful delivery include: Maryland Intercounty Connector Contracts A and B projects, as well as the recently completed Military Highway (CFI) project and Zions Crossroad for VDOT where the Corman/Parsons DB Team designed and constructed the first Alternative Interchange in Virginia.

**3.3.1 Key Personnel**

The Corman/Parsons DB Team has assembled highly-qualified and experienced individuals and structured them for optimal performance. Our proposed key personnel from Corman, Parsons, and NXL come together with a shared history of successful projects and established working relationships. They were also chosen based upon their availability to properly staff the project. These proven strengths will minimize VDOT’s risks and staffing requirements. Although our task leaders and technical staff are responsible for items, such as design, public involvement, and/or construction, everyone is responsible for project success. The following table introduces our Key Personnel with resumes in the Appendix (*Attachment 3.3.1*).

<b>Design-Build Project Manager (DBPM)</b>	Chris Clark – Corman
<b>Quality Assurance Manager (QAM)</b>	Michael Saunders, PE, CCM, DBIA – NXL
<b>Design Manager (DM)</b>	Joshua Wade, PE– Parsons
<b>Construction Manager (CM)</b>	John “Jake” Leffler, EIT – Corman

All of the proposed key personnel are fully available as needed to deliver this important project.

**Value-Added Staff:** In addition to the above key personnel, the Corman/Parsons DB Team includes the following value-added staff to deliver a quality product on time and on budget:

**Design-Build/Construction Integrator: Lou Robbins, PE, DBIA (Corman)** will coordinate the construction and designer staff and meet VDOT’s requirements. Lou has been involved with design-build projects since 1986 and has 50 years of highway and bridge design and construction experience. He has led design-build teams as the General Contractor (GC), Designer and Quality Control Manager. His unique experiences as both the lead designer and GC will greatly assist in coordinating the efforts of the Corman/Parsons DB Team to meet VDOT’s project requirements. Lou will review design submittals for conformance to requirements, constructability and specific scheduling needs. He will report to the design-build project manager.

**Lead Structure/Bridge Engineer: Kia Nejad, PE (Parsons)** has 32 years of structure and bridge experience with over 30 years on VDOT projects. Kia provides experience on both sides of the design-build organization chart, recently working for the contractor on the I-395 Express Lane project as their design-build engineering manager, as

well as a technical lead/bridge design manager for the recent Route 7/Dulles Toll Road design-build projects with VDOT. Of particular relevance for this project, Kia recently served as the lead structural engineer for and completed the design of the Martin Luther King Expressway Extension - Elizabeth River Crossing project which included two bridge widenings over railroad tracks and a local road in the Hampton Roads District. Kia will report to the design manager.

**Geotechnical/Pavement Engineer: Ed Drahos, PE (Schnabel)** has 37 years of experience, including geotechnical engineering and pavement design on VDOT projects; many in the Hampton Roads District. His experience in soft soil characterization using various methods of exploration and testing have been applied in many subsurface conditions in the Virginia coastal plain. Ed has evaluated/designed bridge and other structure foundations and retaining walls, evaluated slope stability, performed seismic hazard studies, calculated embankment settlement, performed pavement design and evaluation of existing pavements, and prepared earthwork design recommendations. He performed design of new pavements and evaluation of existing pavements on several design-build projects, including the I-81 Truck Climbing Lane in Rockbridge County, and the Route 3 Widening project in Culpeper County. *Ed has recent experience evaluating embankment settlement and slope stability on several local projects, including the Martin Luther King Expressway portion of the Downtown/Midtown Tunnel project (with Parsons) where wick drains and surcharges, column supported embankments, and light-weight fill materials are currently being used. He was the geotechnical engineer on several other VDOT Design-Build projects that include Corman and/or Parsons.* Ed will report to the design manager.

**ROW Manager: Randy Friedland, JD, LLM (O.R. Colan Associates)** will oversee all day-to-day ROW production tasks and services. Randy has 23 years of right-of-way (ROW) experience. Prior to joining O.R. Colan Associates, LLC (ORC), Randy worked for VDOT for 10 years where he served as the ROW and Utilities Division's Regional Manager for the Southeast Region, overseeing acquisitions, negotiations, appraisals, relocations and title/closings. Additional responsibilities included litigation, mediation, utilities and property management when he began at VDOT as the Hampton Roads District ROW and Utilities Manager. Randy's experience overseeing ROW activities at VDOT involved innumerable situations, challenges and decisions, which prepared him well to meet Skiffes Creek Connector project needs for ROW acquisition. While he can draw on his pre-VDOT legal and business experience on the development side, Randy's experience at VDOT included being responsible for projects requiring acquisitions from the City of Newport News, Newport News Waterworks, the Commonwealth of Virginia, and CSXT – all of which are property owners on this project. As one of the first ROW acquisition firms in the country, and 35 offices nationwide, ORC provides additional longtime experience in multiple states, bolstering the experience that the Corman/Parsons DB team can draw from. Randy will report to the design-build project manager.

**Railroad Coordinator: Roula Sader, PE (Parsons)** has over 25 years of experience in the design/construction of rail and transit projects. She is a versatile engineering and construction management professional, with significant experience in solving complex issues on design-build and design-bid-build projects. Roula recently served as the design manager for Virginia Avenue Tunnel in Washington, DC where CSXT Corporation (CSXT) was the owner and project sponsor. She managed the day-to-day design tasks and engineering support during construction of the \$269 Million new twin-cut-and-cover, double stack railroad tunnel and reconstruction of the roadway above the new tunnels, through the historic and politically sensitive Capitol Hill neighborhoods of Washington, DC. Roula built productive relationships with the design-builder and CSXT, to meet the planned and unplanned challenges of the project. It is this relationship with CSXT and knowledge of the design-build environment that will uniquely add value to our design-build team to help facilitate and resolve any railroad coordination issues that typically develop between highway projects and CSXT. Roula will report to the design manager.

**Environmental | Permitting: Stephen Walter (Parsons)** has 42 years of experience in the planning, design and construction of transportation projects. With an environmental background, Steve has prepared environmental documents and permit applications and served as an environmental inspector for all modes of transportation including rail, highway, bridges, bicycle/pedestrian ways and airports. He has served as environmental compliance manager during the design/construction of major projects, such as the recent Virginia Ave. Railroad

Tunnel in Washington, DC where he was responsible for permit applications, Post-NEPA documentation; compliance monitoring; and agency coordination. He is currently serving in a similar capacity for VDOT’s High Rise Bridge Design-Build project in Chesapeake, VA with Corman. Steve was a key member and manager of a Parsons’ team that provided NEPA and agency coordination services under VDOT’s Environmental Document Task Order Contract for nearly 20 years under six successive awards. He has provided agency coordination services for large VDOT projects including the Woodrow Wilson Bridge, Springfield Interchange, I-395 and I-495 HOV/Express Lanes, I-66 Improvements (Inside/Outside the Beltway) and WMATA’s Silver Line Extension to Dulles. Steve will lead the environmental efforts including day-to-day management, coordination with VDOT and the localities and manage documentation and compliance. Steve will report to the design manager.

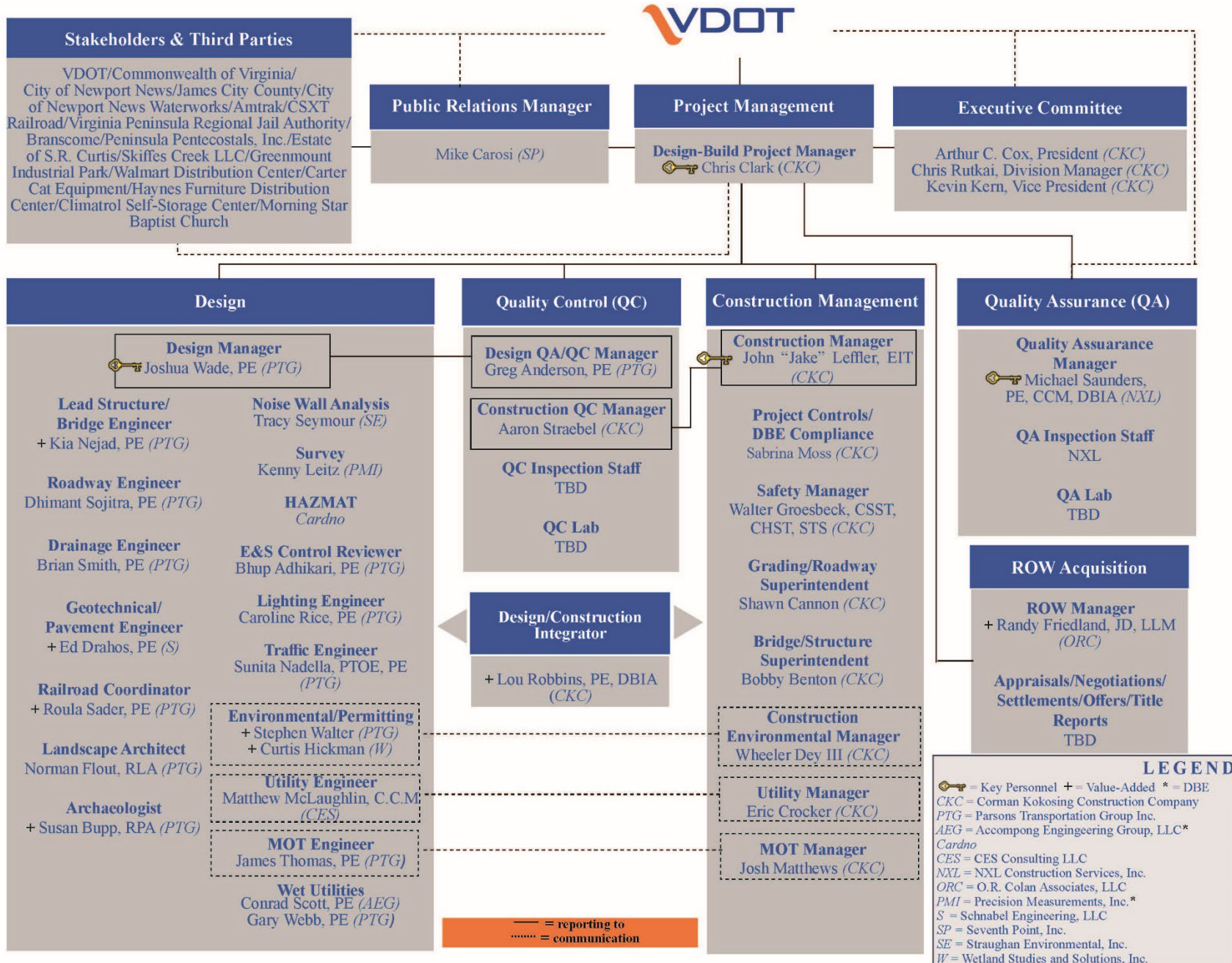
**Environmental | Permitting: Curtis Hickman (WSSI, formally Kerr Environmental)** has 21 years of experience as an environmental consultant which includes permitting, regulatory coordination, and construction phase permit compliance for transportation projects. Curtis will work with Steve Walter to identify the permit requirements, lead early agency coordination for acceptance and buy-in and ensure compliance. He has worked with Corman and Parsons on VDOT design-build projects including Military Highway Continuous Flow Intersection and I-64 Southside Widening and High Rise Bridge, Phase 1. For those projects, Curtis has built successful working relationships with the agency representatives of the area which enabled him to obtain permits ahead of time on each of the design-build projects he has worked with Corman and Parsons. In addition, his proactive site reviews have resulted in extremely positive agency inspections reports.

**Environmental | Lead Section 106 Compliance Specialist (Archeologist): Susan Bupp, RPA (Parsons)** will provide technical oversight for local subcontractors conducting Phase II archaeological investigations and assistance to the client in preparing Section 106 correspondence and coordination with Virginia Department of Historic Resources (DHR). Susan has 42 years of experience in cultural resources management under the National Historic Preservation Act (NHPA) and documentation under the National Environmental Policy Act (NEPA). She has conducted, prepared, and/or managed over 200 archaeological and architectural surveys nationwide and has coordinated Section 106 compliance with Federal agencies, State agencies, State Historic Preservation Officers (SHPOs), the Advisory Council on Historic Preservation (ACHP), and Native American Tribes and Alaska Natives. Susan has extensive experience with fast-track archaeological investigations and expedited Section 106 coordination. For the Customs and Border Protection Land Port of Entry (LPOE) Modernization, she oversaw six cultural resources subcontractors in ten states working at 33 LPOEs conducting Phase I and Phase II archaeological investigations, and architectural survey and evaluations. In addition, Section 106 compliance activities were completed for all Phase I archaeological investigations within six months from Notice to Proceed. Susan will report to the design manager.

### 3.3.2 Organizational Chart

The Corman/Parsons DB Team organizational chart on Page 5 illustrates our “*chain of command*” and notes key personnel team members. Solid lines identify the reporting relationships of our team members in managing, designing, and constructing the project and illustrate clear reporting lines from the DBPM to the design and construction team. Dashed lines represent indirect reporting/communication and obligations to the owner and/or corporate management. The chart also shows that a clear separation exists between QA and construction, with no contractual relationship and no involvement in construction operation including QC inspection and testing.

### Organizational Chart





**Functional Relationships – Integrate to Facilitate:** Design-build unites the contractor and designer more than just contractually. It integrates innovative design and construction techniques that benefit schedule and cost, which ultimately lead to client satisfaction. Our Design/Construction Integrator (DCI), Lou Robbins, PE, DBIA, will ensure interface between Corman’s management/field crews and the designers occurs timely with the concerns of each openly discussed. Having our dedicated DCI on the project during the early design stages will eliminate subsequent delays or rework, streamline reviews, and eliminate potential construction field issues, thereby providing a superior project on time and on budget. Through our DBPM and CM, we will create a firm relationship that sets the foundation to interact and partner with VDOT and third-party stakeholders. Additional ways in which our team will be fully integrated through our DCI and key staff include:

- Inter-disciplinary design reviews prior to milestones to ensure design disciplines are coordinated.
- Corman constructability reviews of design, especially for MOT, Environmental, Utilities, Drainage and Bridge Foundation Plans.
- Weekly schedule meetings to review the previous week’s work and develop the three-week look ahead, and monthly scheduling meetings to review CPM progress during design development and construction.
- Weekly foreman meetings to discuss the schedule, safety and coordination.
- Morning huddles with the crews to set the safety and production goals for the day.
- Weekly progress meetings with VDOT to review and discuss quality, submittals, and progress payments once construction begins.
- Monthly partnering meetings with all stakeholders for issue resolution.

**Design-Build Project Manager (DBPM) Chris Clark (Corman)** will be responsible for project design and construction, quality management, safety and environmental compliance, contract administration, and all other services including procuring/furnishing materials, equipment, services, and labor required by the contract documents. He will attend all monthly progress meetings and be available to VDOT as required. Chris has the expertise/experience to supervise and exercise control of the work and accepts responsibility for the final work product. *Chris will be VDOT’s primary point of contact and will coordinate, integrate, and administrate the Corman/Parsons DB Team, including design, construction, quality assurance, MOT, safety, and utilities.* He will be responsible for meeting our contract obligations and avoid/resolve disputes per the RFP. Chris will supervise the DM, DCI, CM, ROW Manager, QAM, *and manage/coordinate any public outreach and public meetings through our Public Relations Manager, Mike Carosi.* He will be involved with preconstruction, design, construction, and punch out and will answer questions from stakeholders, citizens, elected officials, etc. Chris will assist with constructability reviews, safety audits, and oversee the quality management program, purchasing, and construction operations. He will report monthly to the Executive Committee.

**Quality Assurance Manager (QAM) Michael Saunders, PE, CCM, DBIA (NXL)** will report to the DBPM and have direct, independent access to VDOT. He will ensure all work is performed in conformance with contract requirements, *Minimum Requirements for QA and QC on Design-Build and Public-Private Transportation Act Projects*, approved designs, and “*approved for construction*” plans/specifications. He will be responsible for development and adherence to the QA Plan, QA inspection and testing of all materials used and work performed. As an independent entity, Michael will audit and monitor Corman’s Construction QC Program. He will have the ability to stop construction, enforce specification compliance, and issue/require resolution of all Non-Conformance Reports (NCRs). Michael will manage the QA program including the QA inspectors and independent QA testing firm and testing technicians. The QA team will conduct independent and concurrent tests and analysis of the work with the construction quality control team. He will maintain project quality records and approve and submit pay estimates. In addition, Michael will submit monthly written reports to the VDOT project manager and Corman’s Executive Committee assuring oversight of our Quality Program.

Quality Assurance will be coordinated with, but independent of, daily QC and construction. Michael will be given timely notice of construction activities so his QA staff can be on-site to document compliance. He will have access to meetings and records he feels are required to provide independent assurance that the construction complies with contractual and design requirements. Michael will submit monthly written reports to the VDOT project manager and Corman’s Executive Committee assuring oversight of our Quality Program. He will have

unrestricted access to the construction and fabricator sites/facilities. An Executive Committee member will contact the QAM monthly to confirm project compliance with contract terms and conditions. Mike is currently the QAM on Corman's I-64 widening MP 200 to MP 205 design-build project for VDOT.

**Design Manager (DM) Joshua Wade, PE (Parsons)** has over 25 years of experience working with VDOT. He will provide a quality engineering product, meet design milestones, continual Corman/Parsons DB Team coordination and ensure the Design QA/QC Manager and independent reviewers are not tasked with other project responsibilities. Josh will develop/oversee a rigorous QA/QC program to ensure design work is performed per the contract and current VDOT policies, procedures and guidelines. This QA/QC program/process will include interdisciplinary/safety/environmental/constructability reviews of each design package. He will manage design elements including roadway, structural, hydraulic, traffic, MOT, ROW, utilities, railroad coordination, environmental, and geotechnical. Josh will allocate/assign resources, oversee design subcontractors, including surveying, geotechnical, wet utilities and ROW, coordinate design and review schedules, develop/implement any corrective measures, and integrate environmental compliance measures into the design. He will coordinate design and construction with each discipline lead to achieve commitments. Josh will remain involved once construction starts to oversee any plan modifications, ensure field changes/modifications meet approved design(s), revisions are documented in As-Built plans, respond to RFIs, review shop drawings, and review construction/MOT activities with the CM as work progresses for any opportunities or changes that need to be made. Josh has been the DM on many design-build projects for VDOT and Corman including Military Highway CFI in the Hampton Roads District where he worked with DBPM Chris Clark, Zion Crossroads DDI, where he worked with CM Jake Leffler, and the High Rise Bridge in the Hampton Roads District. Josh will report to the DBPM.

**Construction Manager (CM) John "Jake" Leffler, EIT (Corman)** has 13 years of the hands-on experience it takes to manage construction, including QC activities and ensure materials and work meet contract requirements and "approved for construction" plans/specifications. He will manage the onsite construction team comprised of Project Controls, Construction QC Manager, superintendents, and project field staff including scheduling, safety, environmental compliance, utilities and MOT. ***Jake will only be assigned to this project and be onsite full time throughout construction.*** He will play a key role in conjunction with the Design/Construction Integrator and Design QA/QC Manager in design constructability reviews, and work with DCI Lou Robbins to coordinate between the design and construction forces with regard to environmental commitments, utilities, ROW, and MOT. Along with his staff, Jake will focus on ensuring construction is performed safely, and along with our Construction QC Manager, that materials and work are per approved plans/contract documents. He will coordinate with the DM during construction for the accurate and timely issuance and review of RFIs and shop drawings, as well as field visits, preparation of as-builts and plan revisions. Jake was a Construction Manager on several Corman design-build projects, including VDOT's Route 29 Solutions/Rio Road Interchange Segment in Charlottesville, I-64 Route 15 (Zion Crossroads) Interchange Improvements, I-64 Widening in Short Pump and the I-64 Widening from Exit 200 to 205 in Kent County. Jake will report to the DBPM.

**Keys to Success:** The keys to success are communication and coordination between the many parties involved: Corman/Parsons DB Team, VDOT, review agencies, and stakeholders. This is based upon open and honest communication, frequent meetings and updates. The Corman/Parsons DB Team will have internal weekly meetings during design with key construction and design staff present. Tracking sheets will monitor progress of utilities, ROW, and design disciplines, as well as environmental and design approvals. Once construction starts, design participants remain involved. Added to the weekly meetings as construction starts are the superintendents, field surveyors, MOT Manager and Construction QC Manager. Key stakeholder representatives, including VDOT, Commonwealth of Virginia, City of Newport News, James City County, Amtrak, CSXT Railroad, Virginia Peninsula Regional Jail Authority, City of Newport News Waterworks, Branscome, Peninsula Pentecostals, Inc., Estate of S.R. Curtis, Skiffes Creek LLC, Greenmount Industrial Park, Walmart Distribution Center, Carter Cat Equipment, Haynes Furniture Distribution Center, Climatrol Self-Storage Center, Morning Star Baptist Church, and others will be invited. Monthly meetings will be held with the Corman/Parsons DB Team, VDOT, QAM, stakeholders (as required) to enhance partnering and resolve issues quickly and efficiently.

## 3.4 Team Experience





**3.4 TEAM EXPERIENCE**

The Corman/Parsons DB Team has successfully executed together on similar past, complex projects including VDOT design-builds. Corman is experienced with challenging environmental, railroad and soft ground issues. Corman’s recent VDOT design-build projects with Parsons and Schnabel include:

	Corman	Parsons	Schnabel
Military Highway Continuous Flow Intersection	●	●	●
High Rise Bridge, Phase 1	●	●	●
I-64/Route 15 (Zions Crossroads) Interchange Improvements	●	●	●

Corman, Parsons and Schnabel also worked together on Maryland’s Design-Build Intercounty Connector’s Contracts A and B. This solid work history will enhance the Corman/Parsons DB Team’s ability to identify, openly discuss, and solve issues as they arise. The key team members include:

 **Corman Kokosing Construction Company (Corman)** is a privately-held family business since 1920. We are a licensed heavy civil contractor specializing in highway, bridge, restoration, and heavy utility construction. With a corporate headquarters in Annapolis Junction, MD, and offices in Chesapeake and Colonial Heights, VA, We pride ourself a *Best in Class* contractor where our *A* ratings confirm quality. Known for unparalleled partnering, Corman delivers projects on time and on budget without lingering disputes. We hold employee and public safety to the highest standard. Recently, Corman was the recipient of local and national awards on our design-build projects. Latest honors include the 2019 American Public Works Association (APWA) Mid-Atlantic Chapter’s Project of the Year Award-Transportation \$25-\$75 Million, 2019 Hampton Roads Utility and Heavy Contractor’s Association (HRUHCA) Safety Award, 2018 Design-Build Institute of America (DBIA) Mid-Atlantic Region Design-Build and Design-Build Excellence in Engineering Awards, 2018 VTCA Transportation Contractor Safety Award, and 2018 NUCA Top Jobs Award. We proudly have constructed Virginia projects for over 30 years.

 **Parsons Transportation Group Inc. (Parsons)** is consistently an *Engineering News Record Top 10 Design Firm* and has been providing consulting engineering services to public and private clients since 1944. Locally, Parsons provides over 36 years of full-service transportation consultant services experience having developed design plans throughout the Commonwealth. In addition to the over 3,400 transportation experts across our firm to draw upon, Parsons has more than 125 local professionals that can be focused on this project and VDOT’s needs. Our experience includes many of the Commonwealth’s high-profile projects and have recently been highlighted at VTCA and DBIA conferences, such as VDOT’s Design-Build I-64 / Route 15 DDI with Corman, and the Design-Build I-395 HOV and Auxiliary Ramp Widening in Alexandria, and other regional design-build projects, including Intercounty Connector Contracts A and B in Maryland (both with Corman). We also recently completed the Virginia Avenue Tunnel, Washington, DC design-build project for CSXT that won ASCE’s 2019 Project of the Year award.

## 3.5 Project Risks



**3.5 PROJECT RISKS**

The Corman/Parsons DB Team will employ the Construction Management Association of American (CMAA) endorsed approach to risk management through a “Risk Register” which includes a list of identified risks, potential impacts and mitigation for each. A robust risk management plan considers risks throughout the project’s life and delivery processes. Our team’s risk management plan has already sprang into action, will evolve throughout design and construction, and position us to respond to changes as specific issues unfold. The Corman/Parsons DB Team employs a five-step Risk Management Plan:



Figure 1: Risk Management Plan

1. **Identify** – name risks, determine cause and effect, and categorize
2. **Assess** – assign probability of occurrence, severity of impact, and determine response
3. **Analyze** – quantify severity, determine exposure, establish tolerance level, and determine contingency (applicable during preliminary design and pricing)
4. **Manage** – define response plans and actions, establish risk ownership, and manage response (after NTP)
5. **Monitor/Review** – monitor/review/update risks, monitor response plans, update exposure, analyze trends, and produce reports (after NTP, during design, during construction)

We have reviewed the available information, visited and documented the site, and collectively discussed major risks. With the mindset of a project *risk* being an issue with the potential to impact the schedule, budget, or both, our team has identified/assessed the three most critical risks we will face during this project, and mitigation strategies/methods:

**RISK NO. 1 – CSXT / AMTRAK COORDINATION**

Design and construction of a new bridge crossing over any high-volume rail line and coordinating with the railroad to get it done is always considered a critical project risk. This new bridge and a separate construction access crossing of the twin-track CSXT railroad for this project is no exception. These tracks are the only rail access between Newport News and Richmond, VA and are used daily to transport coal from western mines to a shipping center in Newport News, freight containers to and from Newport News, new automobiles to nationwide distribution centers, and daily Amtrak passengers. At this point, Route 143, a four-lane undivided highway with no shoulders or clear zone, and CSXT share a common right-of-way line between them.



Figure 2: CSXT Railroad Tracks

Given the high-volume freight and transportation rail line corridor, coordinating work with CSXT and Amtrak is considered a critical project risk.

**Why Critical: Limited Space:** The space between the edge of pavement of Route 143 and the nearest railroad track at the bridge crossing is approximately 45-ft. This is within the 50-ft. Federal criteria requiring CSXT review and approval of plans to include means and methods, as well as the railroad agreement specifying CSXT’s restrictions within this area. This requirement becomes critical as it can delay the design team’s ability to predict and maintain the project schedule. In addition, any design or construction activities that affect operations requires review of and coordination with Amtrak similar to what Parsons experienced on the Washington to Richmond High Speed Rail project.



Figure 3: Route 143 Merrimac Trail

Allowing for a safe side clear zone for trains and one for vehicles on Route 143 leaves little room for site and construction access. There is minimal space to construct the bridge pier between the railroad and highway. This will be further exacerbated by the high volume of trains along this corridor. CSXT may choose to limit the production time and/or require flagmen, further complicating this risk.

Construction access and staging for the bridge and roadway on Skiffes Creek’s north side is only available from Route 143. Since there is limited space between Route 143 and the railroad tracks, there is not enough room for a construction access road at the new bridge crossing. Because Route 143 does not have any shoulders or a safe ingress/egress for construction equipment, trucks, and personnel, the Corman/Parsons DB Team will have to close travel lanes to traffic and install a separate temporary railroad crossing for access. The railroad bed is at a higher elevation than the adjacent ground and the parallel rails are at different elevations, which will require ramp grades on either side for low clearance construction vehicles.

In addition, there is an existing railroad spur in the project area that, if still owned by CSXT, will take coordination to determine the impacts and mitigation strategies.

**Bridge Design and Clearance:** Any project elements that may affect or are near the CSXT right-of-way must be evaluated by CSXT. And, as mentioned above, our construction and access are within the railroad protective area and requires review and coordination with CSXT and Amtrak. To initiate a construction or improvement project, a Preliminary Engineering agreement is required to identify the project sponsor, scope, tasks to be accomplished, and payment type. Once the plans for the project are approved by CSXT, a construction agreement is drawn up. Coordination and communication with CSXT will be required before and during design and construction. CSXT’s manual entitled, *Public Project Information – For Construction and Improvement Projects That May Involve the Railroad* last revised July 2017, provides information regarding:

- Closure, removal, installation and alterations of public highway-rail grade crossings.
- CSXT’s Real Estate and Facilities Management Dept. manages private crossings.
- Construction, clearances required, reconstruction, rehabilitation, repair, removal, and maintenance of bridges over CSXT railroad by outside parties.
- Temporary rights of entry onto CSXT property, easements, utility installation and bridge inspections.

***Even with early and ongoing proactive coordination, delays are not uncommon in the CSXT and railroad review process – which in turn delay design approval and the start of construction.***

For this project, the following are anticipated to require timely CSXT reviews/approvals:

- Finalizing railroad agreement.
- Bridge crossing (foundations, piers and superstructure).
- Separate temporary construction crossing.
- Bridge design and railroad clearance, especially due to the double stack clearance needed.
- Executing agreement and issuing permits.

**Impact:** Failing to thoroughly coordinate work with CSXT can result in project schedule delays.

**Limited Space:** Temporary construction clearances require approval from CSXT and Amtrak. Typically, they will limit the allowable work hours when construction is near active rail traffic which could impact our ability to meet the schedule. To avoid costly delays, this potential reduction in allowable work hours needs to be incorporated in the construction schedule.

**Construction Access and Staging for the Bridge and Roadway on Skiffes Creek Northside:** Construction access and staging for the roadway and bridge north of Skiffes Creek will be from Route 143. Installation of a rail crossing and flagging for the construction traffic crossing CSXT right-of-way will need to be incorporated into the construction schedule. Temporary construction access is dependent on the acquisition of easements and right-of-way required to enter this area. Any delays in obtaining railroad approvals may delay the project.

**Mitigation:** Based upon our successful history of coordinating work with Hampton Roads District railroads for VDOT’s Military Highway and High Rise Bridge design-build projects, we found that early, effective, and regular communication with CSXT gets them onboard, involved, and taking ownership in the design solutions and construction methods; thus, mitigating potential project delays. To further leverage our CSXT and railroad coordination experience, we assigned Roula Sader, PE to lead the charge. Roula was recently the design manager

for the award-winning Virginia Avenue Tunnel project in Washington, DC for CSXT and her impressive working relationship with CSXT and Amtrak will be invaluable in delivering a quality project.

The following are procedures our team has implemented for timely coordination with CSXT:

- Review project schedule items so reviews take place early enough and at the right design development and construction points and ensures the schedule accounts for adequate durations for reviews.
- Submit plans early in design development so CSXT reviews and requirements are incorporated in our final designs.
- Start CSXT Preliminary Engineering early by providing conceptual plans to lower project costs and shorten the time for CSXT review/approval.
- Use existing standard agreements to reduce costs and schedule impacts. Using previously approved standard agreements reduces cost of developing new ones from scratch, review times, and work elements.
- Where ROW/easements are needed from CSXT Property Rights, provide submittals to VDOT and then CSXT early to avoid schedule impacts. Doing this as early as possible allows time for thorough reviews and negotiations and removes it from the critical path.
- Where there are utility encroachments, we will contact CSXT Real Estate and Facilities Management when starting Preliminary Engineering. Early coordination and communication allows formulating the proper means and methods, such as jack and boring utility crossings just like we have done many times for CSXT, WMATA, and other railroads.

**Limited Space:** It is vital for the construction team to obtain an agreed upon minimum temporary construction clearance and allowable work hours as early as possible during project development. This may include flaggers for the safety of the workers and rail users. The design may need to be adjusted to meet CSXT requirements or needs and these changes will be incorporated into the Transportation Management Plan/Maintenance of Traffic (TMP/MOT) design and accounted for in the construction schedule as early as possible to mitigate impacts. On the Military Highway CFI design-build project, our team held bi-weekly coordination meetings with the railroad and VDOT's Rail Section which allowed us to install a temporary diversion of Military Highway for the installation of a new rail crossing early on during construction. This close coordination benefitted the project by reducing railroad review times and limiting impacts to rail and roadway traffic.

**Construction Access and Staging for the Bridge and Roadway on Skiffes Creek Northside:** Obtaining CSXT approval for a temporary railroad crossing for construction access, girder erection plans, railroad shielding plans, ballast protection plans, and shop drawing, etc. will be a top priority. Coordination begins shortly after Notice to Proceed (NTP) to incorporate CXTS feedback and concerns into the Released for Construction plans. Flaggers may be needed for worker and rail line user safety. Our early and frequent coordination keeps CSXT's concerns at the forefront and mitigates the chance for delayed approvals.

In addition, early coordination can determine status of the railroad spur in the project area and CSXT's plans for the facility. This needs to take place early enough in the project development to keep design work on track and any right-of-way actions off the critical path. Further details on the right-of-way risk are discussed in Risk #3.

We will also strategically select equipment and means and methods to minimize encroachment onto the protected areas.

**Need to Stress Safety on CSXT ROW during Field Surveys and Construction:** Since this is a busy railroad corridor adjacent to a four-lane roadway, there will be a comprehensive safety program. Workers will attend railroad safety courses prior to working on or near the CSXT railway, CSXT safety flaggers will be employed during construction, and insurance requirements will be in place prior to any work or access.

**Role of VDOT and other Agencies:** Review/approve submittals timely, including ROW and design packages with elements within the 50-ft. federally-required distance and any construction activity that would impact operations.



**RISK NO. 2 – ENVIRONMENTAL PERMITTING**

Two major environmental permitting approval actions can potentially threaten the project schedule. Without timely approvals regarding potential impacts to historic resources and Waters of the US, construction activities involving these sensitive environmental resources cannot commence. The following discusses the close and consistent agency coordination among the federal and state regulators that will satisfy several overlapping requirements of these two actions and minimize potential delays.

**Why Critical:** Environmental permitting which includes Section 106, the National Historic Preservation Act, and Sections 401/404, the Clean Water Act, are particularly critical due to the time it takes to apply for and receive approvals and permits.

For **Section 106**, approval time is determined by the requisite review/coordination periods for the consulting party coordination regarding historic and/or archaeological resources. The timeline for this project depends upon concurrence with the Determination of Eligibility for three newly-recorded archaeological sites and concurrence with the Determination of Effect on two existing historic properties by the Virginia Dept. of Historic Resources (DHR), which serves as the State Historic Preservation Office (SHPO). The SHPO has limited resources and expediting approvals is often a challenge. Experienced personnel with years of professional relationships with SHPO staff can accelerate determinations and project approvals. Without “hand carrying” formal submissions through the DHR, the project will have to wait in line – a trusted cultural resource “expeditor” can speed up the process.

For **Sections 401/404**, the Joint Permit Application’s (JPA) mandated 30-day periods for regulatory reviews requires to permit the final unavoidable permanent wetland/stream impacts (based on a US Army Corps of Engineers confirmed jurisdictional determinations (wetland delineation) and the roadway design plans.

Understanding what is required to obtain these environmental permits saves time through early coordination and proper submittals. The Virginia Dept. of Environmental Quality (DEQ) Virginia Water Protection (VWP) General Permit for Linear Transportation Projects allows up to two acres of wetland impacts and 1,500 LF of non-tidal streams which this project qualifies for. However, the Corps’ State Programmatic General Permit (SPGP) only allows up to 0.50 acres of wetland impacts and 1,000 LF of stream impacts for roadway projects. This project qualifies for the Corps’ SPGP if permanent wetland impacts are less than 0.5 acres. However, if greater than 0.5 acres, then a Corps’ Individual Permit is also needed which means more documentation, a Public Notice, and takes longer to issue. A reduction in impacts through design and construction means and methods can alleviate some of these requirements.

**Impacts:** Two archaeological sites are within the planning level Limits of Disturbance (LOD) for the two Build Alternatives. Site 44JC0664 contains a wide scatter of domestic and architectural artifacts and surface features and most likely represents an 18<sup>th</sup> and 19<sup>th</sup> Century residence. Site 44JC1024 is a scatter of domestic artifacts and most likely also represents an 18<sup>th</sup> and 19<sup>th</sup> Century occupation.

In 2001, DHR deemed them potentially eligible for the National Register of Historic Places (NRHP); in 2018, it was re-confirmed that they remain potentially eligible. Each requires further investigations (Phase II) to conclusively establish eligibility including preparing a work plan with DHR concurrence, implementing systematic archaeological excavation to identify pertinent research themes (based on feature and artifact types) and determining the extent of physical integrity.

Three newly-recorded archaeological sites (44JC1343, 44JC1344, and 44JC1345) reflect 20<sup>th</sup> Century occupations and features in the LOD and are not expected to be NRHP-eligible pending DHR concurrence. However, if any are considered potentially eligible, further investigations (Phase II) are required. Any extensive ground disturbance within the boundaries of a NRHP-eligible archaeological resource will irrevocably destroy the qualities that convey the site’s significance and result in an Adverse Effect under Section 106. Coordination to expedite early determinations will be carried out with the SHPO.

In the project’s Environmental Assessment, wetland and stream impacts are estimated to be 0.85 acres and 673 LF respectively. However, as a result of bridging over Skiffes Creek, stream impacts are likely to be reduced.

Permanent conversion of forested wetlands under the bridge to scrub-shrub wetlands may be required if these wetlands have to be permanently maintained without trees due to the bridge's height. The extent of stream and wetland impacts will need to be re-evaluated after confirming wetland delineation and developing the roadway plans. Early coordination with the Corps gets sound decisions made ahead of the permit applications and minimizes times and/or resubmissions.

Per the RFQ, permanent impacts are estimated to be approximately 0.20 acres of forested wetlands, 0.55 acres of permanent conversion of forested wetlands to scrub-shrub wetlands, 0.1 acres of impacts to a freshwater pond, and 150 LF of impacts to streams, which means this project will most likely need a DEQ VWP General Permit and a Corps Individual Permit.

RFQ Plans show a stream restoration project west of the project termini at Route 143. If it is encumbered by a Declaration of Restrictions (DOR), as many are, there may be legalities associated with breaking the DOR in order to obtain permits to impact this resource. Early coordination will identify a course of action(s).

These impacts require the coordination discussed in the opening section of this risk and result in final permit approvals. Delays in obtaining permits will directly impact the project schedule.

**Mitigation:** For the **Section 106** elements, most NRHP-eligible archaeological resources are significant for the information they contain which can be collected through data recovery investigations. A data recovery work plan for each site will be prepared, reviewed by DHR and implemented. Data recovery investigations require extensive excavation to recover pertinent archaeological information which is then documented in technical reports. The project schedule will include the time needed to accomplish this.

Since additional time may be needed for data recovery investigations and costs are involved for all the sections, to mitigate this risk, the Corman/Parsons DB Team has appointed Susan Bupp, RPA as Environmental/Lead Section 106 Compliance Specialist/Archeologist who will work with the entire project team, VDOT, and the reviewing agencies to minimize schedule and cost impacts. Experienced cultural resource specialists are assigned as project support staff during design and construction. They will meet the Secretary of Interior Requirements for historic preservation professionals and will also be available in the event of an un-anticipated discovery of historic or archaeological resources.

**Obtaining Credits:** For Sections 401/404, wetland and stream mitigation credits are available in the project watershed (HUC 02080206). Mitigation for forested wetland impacts is typically required at a 2:1 ratio of mitigation credits to impacts. Permanent conversion of forested wetlands to scrub shrub wetlands is typically required at a 0.5:1 ratio. Mitigation for freshwater ponds is typically not required but may be at the discretion of the permitting agencies. The compensation requirement for stream impacts is calculated using the Unified Stream Methodology (USM), which varies due to the results of the USM field assessment. A mitigation ratio of 1.25:1 is assumed for this estimation. To find acceptable wetland banks to meet these requirements, the Corman/Parsons DB Team assigned experienced experts, including Steve Walter and Curtis Hickman who will identify and use a proper wetland bank to purchase credits timely. They will coordinate and obtain permits per the project schedule and that agency-imposed permit conditions are logical and comprehended by our team. This will meet permit conditions during construction.

**Role of VDOT and other Agencies:** The Environmental Assessment indicates that Federal Highway Administration (FHWA) is the Lead Federal Agency for Sections 106 and 401/404 compliance. On behalf of FHWA, VDOT will continue to provide draft Section 106 correspondence, coordinate with DHR and consultant(s), and provide DHR concurrence information to Corman.

Corman will complete federally-protected species coordination in support of the Corps' Individual Permit. VDOT will confirm the final effect determinations with FHWA on behalf of Corman. The DEQ will typically complete coordination with State reviewing agencies, such as the Virginia Dept. of Game and Inland Fisheries and the Virginia Natural Heritage Program as part of their permitting process. The DEQ and Corps will process the Joint Permit Application to issue the Section 401/404 permits.

### RISK NO. 3 – RIGHT-OF-WAY ACQUISITION

Most of the impacted parcels are owned by entities having formal and/or extended approvals processes. VDOT may not have the ability to file *certificates of take* to advance construction resulting in lingering negotiations.

**Why Critical:** Right-of-way acquisition will be on the critical path due to project timeframes and anticipated complexities of property ownership and some negotiations. It is our experience that diligent *good will* contacts up front, clarifying individual property owner contacts and processes, will move negotiations along faster at Right-of-Way Notice to Proceed (ROW NTP). Without experienced agents, negotiators and designers, construction elements can be delayed.

**Impact:** The following are potential ROW acquisition impacts on parcels requiring formal negotiations and may require process approvals before the acquisition can be complete. VDOT often takes the lead, but due to their limited resources and competing needs, the acquisition schedule tends to be unpredictable. If requested, Corman/Parsons can take the lead here.

**City of Newport News, VA | Parcel 6010100005:** This parcel will most likely be negotiated with the Real Estate Dept. who may very well have their own appraisal done, which will take time, and will expect every penny they believe it is worth. Final approval will be with the City Council which could get bogged down by current city procedural or political issues.

**Peninsula Pentecostals, Inc. | Parcels 6010100008 & 6010100007:** Typically, churches take more time as they need delegated Board action to convey property. Here, the James City County Board of Supervisors amended the zoning, subsequent to the church’s purchase, in order to exclude churches from being constructed in the area so that the property could be used for industrial purposes as part of a revenue generator for the County.

The church sought a re-zone and was denied. They were represented by Kaufman & Canoles, a firm that handles many eminent domain cases on behalf of property owners against condemning authority. This will now most likely lead to a long, protracted negotiation process.

**City of Newport News – Dept. of Public Utilities | Parcel 6010100003:** This parcel will most likely be negotiated with the Dept. of Public Works/Waterworks as opposed to the Real Estate Dept. They may well have their own appraisal done, which will take time, and will expect every penny they believe it is worth. It is important to note that VDOT, on a previous waterworks project to benefit the City, had to file condemnation papers against this entity to clear a project.

**Estate of S.R. Curtis | Parcel 6010100004A:** Because this parcel is in an estate, there are several potential impacts. If there is more than one heir, depending on their locations and relationships, it could impact the acquisition timeframe as it may take an extended period of time to coordinate with all signatories. If there are issues with the ownership and/or amongst the heirs, then protracted negotiations and condemnation are not uncommon.

**Skiffes Creek, LLC | Parcel 6010100004A:** This parcel has the same parcel number as *Estate of S.R. Curtis* above, but appears to be owned by different entities. The acreage is missing from the ROW Data Sheet, therefore, the impact to the total acreage and the parcel itself is unclear at this time, but acknowledged. This discrepancy could delay ROW acquisition in this area.

When reviewing the plan, it shows a triangular piece of property that will be separated from the rest of the parcel (divided by the new road). We are uncertain if that is part of the 5.259-acre acquisition. If not, and unless the property owner wants to keep it, it should potentially be shown as Proposed Right-of-Way to be purchased.

**Virginia Peninsula Regional Jail Authority | Parcel 60101000011:** Time is a factor here. This prison is overseen by a Board of Directors consisting of one attorney, two sheriffs, and five representatives from two counties and two cities who will presumably need to meet and approve any transfer of real property. Again, we foresee delays with the ROW acquisition and a reluctance to timely condemn public property.

**Commonwealth of Virginia | Parcel 60101000012:** Typically, the first determination is which state entity owns the parcel. After that, the requisite acquisitions process for that entity, be it an agency or the GSA, has to be followed. Currently, VDOT owns the property and is with their Right-of-Way and Utilities Division - Property Management Section. It is believed to be residue property. This will be the quickest path of all state entities for approvals as we just need to show the limits of what is being converted to right-of-way and what will remain as residue. If the property needs to be transferred to a locality, it requires additional approvals from VDOT's Executive Team.

**Active CSXT Railroad and Railroad Spur:** VDOT Special Negotiations will acquire the rights needed with CSXT. Please note that it will be an aerial easement at the bridge where the railroad is active. They will also need to discuss the spur. If it is not abandoned, there may be an easement needed there depending on whether any of it is required for the project.

CSXT has been delaying VDOT on another project with a similar easement for more than 1½ years, therefore, we anticipate this can take time. To move it along, the Rails Team in VDOT's Right-of-Way and Utilities Division obtained a Right of Entry as part of the construction agreement. This is what we might expect here as well, although it is critical that VDOT engage CSXT in discussions as early as is permitted.

**Mitigation:** Our primary mitigation strategy is to assemble an experienced team to lead it. Corman and Parsons have gone through the right-of-way process on many VDOT projects (several in Hampton Roads District with railroad involvement). In selecting O.R. Colan Associates and their lead, Randy Friedland, JD, LLM, who was the VDOT Regional Right-of-Way Manager for several years, we already have an experienced team in place that knows the process here in the District.

Our second mitigation strategy is to gather the knowledge and information on the parcels in question early. As detailed in the information above, we have already started. Close coordination between VDOT and the Corman/Parsons DB Team through weekly calls will get everyone on the same page and that all steps are taken. Design Manager Joshua Wade, PE and Design/Construction Integrator Lou Robbins, PE, DBIA will attend all meetings with Randy and review the right-of-way status weekly to avoid delays and formulate quick resolutions. This focus of our right-of-way process has proven successful on past VDOT design-build projects, including Route 1 Widening (63 parcels and 80 relocations), Military Highway (Bay Coast and N&S Rail involvement) and High Rise Bridge (27 parcels with extensive railroad involvement).

**Role of VDOT and other Agencies:** VDOT to attend weekly coordination calls and their regular right-of-way activities of reviewing the submittals and filings.

# Appendix



**ATTACHMENT 3.1.2**

**Project: 0060-047-627**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

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

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15-page limit?</b>	<b>SOQ Page Reference</b>
<b>Statement of Qualifications Checklist and Contents</b>	Attachment 3.1.2	Section 3.1.2	no	16-18
<b>Acknowledgement of RFQ, Revision and/or Addenda</b>	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	19
<b>Letter of Submittal (on Offeror's letterhead)</b>				
Authorized Representative's signature	NA	Section 3.2.1	yes	1
Offeror's point of contact information	NA	Section 3.2.2	yes	1
Principal officer information	NA	Section 3.2.3	yes	1
Offeror's Corporate Structure	NA	Section 3.2.4	yes	1
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	1
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	20
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	21-32
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	33
Evidence of obtaining bonding	NA	Section 3.2.9	no	34-36

**ATTACHMENT 3.1.2**

**Project: 0060-047-627**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15- page limit?	SOQ Page Reference
<b>SCC and DPOR registration documentation (Appendix)</b>	Attachment 3.2.10	Section 3.2.10	no	37-38
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	39-50
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	51-61
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	62-63
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	
<b>DBE statement within Letter of Submittal</b> confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	1
<b>Offeror's Team Structure</b>				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	2
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	64-65
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	66-67
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	68-69
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	70-71
Organizational chart	NA	Section 3.3.2	yes	5
Organizational chart narrative	NA	Section 3.3.2	yes	4-7

**ATTACHMENT 3.1.2**

**Project: 0060-047-627**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15- page limit?</b>	<b>SOQ Page Reference</b>
<b>Experience of Offeror's Team</b>				
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	72-74
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	75-77
<b>Project Risk</b>				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	9



**ATTACHMENT 2.10**

**COMMONWEALTH OF VIRGINIA  
DEPARTMENT OF TRANSPORTATION**

RFQ NO. C00100200DB104  
PROJECT NO.: 0060-047-627

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

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

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

1. Cover letter of RFQ – February 27, 2019  
(Date)
2. Cover letter of RFQ Addendum #1 – April 2, 2019  
(Date)
3. Cover letter of RFQ Addendum #2 – April 19, 2019  
(Date)

  
SIGNATURE

5/30/2019  
DATE

Arthur C. Cox  
PRINTED NAME

President  
TITLE

## ATTACHMENT 3.2.6

### State Project No. 0060-047-627

#### Affiliated and Subsidiary Companies of the Offeror

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

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

<b>Relationship with Offeror (Affiliate or Subsidiary)</b>	<b>Full Legal Name</b>	<b>Address</b>
Subsidiary	Corman Kokosing Real Estate Holdings, LLC	12001 Guilford Road, Annapolis Junction, MD 20701
Subsidiary	CK – TV, LLC	12001 Guilford Road, Annapolis Junction, MD 20701
Affiliate	Kokosing, Inc.	6235 Westerville Road, Westerville, OH 43081
Affiliate (Joint Venture)	Corman-Wagman, A Joint Venture	c/o Corman Kokosing Construction Company, 12001 Guilford Road, Annapolis Junction, MD 20701
Affiliate (Joint Venture)	Corman-E.V. Williams, a Joint Venture	c/o E.V. Williams, Inc., 925 S. Military Highway, Virginia Beach, VA 23464
Affiliate (Joint Venture)	Corman-Branch, a Joint Venture	c/o Corman Kokosing Construction Company, 12001 Guilford Road, Annapolis Junction, MD 20701
Affiliate (Joint Venture)	Granite-Parsons-Corman Joint Venture	c/o Granite Construction Northeast, Inc., 120 White Plains Road, Suite 310, Tarrytown, NY 10591
Affiliate (Joint Venture)	CK Constructors, a Joint Venture	c/o Corman Kokosing Construction Company, 12001 Guilford Road, Annapolis Junction, MD 20701
Affiliate (Joint Venture)	MD 200 Constructors, a Joint Venture	c/o Kiewit Infrastructure South Co., 450 Dividend Drive, Peachtree City, GA 30269
Affiliate (Joint Venture)	Intercounty Constructors Joint Venture	c/o Granite Construction Northeast, Inc., 120 White Plains Road, Suite 310, Tarrytown, NY 10591
Affiliate (Joint Venture)	Wagman, Corman, McLean Joint Venture	c/o GA & FC Wagman, Inc., 3290 North Susquehanna Trail, York, PA 17406
Affiliate (Joint Venture)	KC Constructors, a Joint Venture	c/o Kiewit Infrastructure South Co., 450 Dividend Drive, Peachtree City, GA 30269
Affiliate (Joint Venture)	LANE/Corman Joint Venture	c/o Lane Construction, 14500 Avion Parkway, Suite 200, Chantilly, VA 20151
Affiliate (Joint Venture)	Kiewit-Corman Greenbelt, a Joint Venture	c/o Kiewit, 7250 Parkway Drive, Suite 310, Hanover, MD 21076

ATTACHMENT 3.2.7(a)

CERTIFICATION REGARDING DEBARMENT  
PRIMARY COVERED TRANSACTIONS

**Project No.: 0060-047-627**

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

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


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

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

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

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

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

 _____ Signature	5/30/2019 _____ Date	President _____ Title
---	----------------------------	-----------------------------

\_\_\_\_\_  
Corman Kokosing Construction Company  
Name of Firm

**ATTACHMENT 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

**Project No.: 0060-047-627**

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

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



\_\_\_\_\_  
Signature

4/8/2019

\_\_\_\_\_  
Date

Vice President

\_\_\_\_\_  
Title

Parsons Transportation Group

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

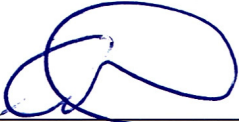
ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

Project No.: 0060-047-627

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

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

  
\_\_\_\_\_  
Signature

4/5/19  
\_\_\_\_\_  
Date

President  
\_\_\_\_\_  
Title

Acampeng Engineering Group LLC  
\_\_\_\_\_  
Name of Firm


**ATTACHMENT 3.2.7(b)**


**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

**Project No.: 0060-047-627**

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

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

 _____ Signature	4/10/2019 _____ Date	Asst. Vice President , Principal _____ Title
---	----------------------------	--

 **Cardno**, Inc.  
\_\_\_\_\_  
Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

**Project No.: 0060-047-627**

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

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



Signature

April 23, 2019

Date

Principal and Executive Vice-President

Title

CES Consulting LLC

Name of Firm

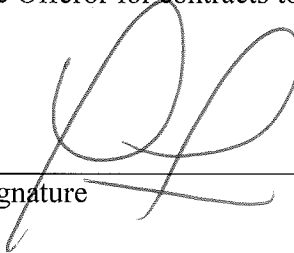
ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

**Project No.: 0060-047-627**

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

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

	<u>4/5/19</u>	<u>President / CEO</u>
Signature	Date	Title

NXL Construction Services, Inc.  
Name of Firm




**ATTACHMENT 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

**Project No.: 0060-047-627**

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

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

	April 16, 2019	President
_____ Signature	_____ Date	_____ Title

O. R. Colan Associates, LLC  
\_\_\_\_\_  
Name of Firm

**ATTACHMENT 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT**  
**LOWER TIER COVERED TRANSACTIONS**

**Project No.: 0060-047-627**

- 1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
  
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The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.

  
\_\_\_\_\_  
Signature

04/23/2019  
\_\_\_\_\_  
Date

President  
\_\_\_\_\_  
Title

Precision Measurements, Inc.  
\_\_\_\_\_  
Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

**Project No.: 0060-047-627**

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

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

Edward G. Drahor      4-5-2019      Senior Vice President  
Signature                                      Date                                      Title

Schnabel Engineering, LLC  
Name of Firm


ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

**Project No.: 0060-047-627**

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

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

	4/5/19	President
Signature	Date	Title

Seventh Point Transportation PR  
Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

**Project No.: 0060-047-627**

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

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

 Signature	April 18, 2019 Date	Vice President, Planning and Sustainable Design Title
---	------------------------	--

Straughan Environmental, Inc.

Name of Firm


**ATTACHMENT 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT**  
**LOWER TIER COVERED TRANSACTIONS**

**Project No.: 0060-047-627**

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

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

 _____ Signature	April 16, 2019 _____ Date	Vice President _____ Title
--	---------------------------------	----------------------------------

Wetland Studies and Solutions, Inc.  
\_\_\_\_\_  
Name of Firm



Department's List of Prequalified Vendors  
Includes All Qualified Levels As Of 4/5/2019

- C -

**Vendor ID:** C3620  
**Vendor Name:** CORE CONTRACTORS, LLC  
**Prequal Level:** Prequalified (Probationary)  
**Prequal Exp:** 03/31/2020

-- PREQ Address --

17300 RIVER RIDGE ROAD BLVD #300  
WOODBIDGE, VA 22191  
Phone: (703)969-2546  
Fax:

**Work Classes (Listed But Not Limited To)**

002 - GRADING  
005 - DRAINAGE STRUCTURES  
045 - UNDERGROUND UTILITIES  
101 - EXCAVATING

**Bus. Contact:** FARBER JR., FREDERICK A  
**Email:** FFARBER@CORESITEGROUP.COM

-- DBE Information --

**DBE Type:** N/A  
**DBE Contact:** N/A

**Vendor ID:** C3607  
**Vendor Name:** CORMAN KOKOSING CONSTRUCTION COMPANY  
**Prequal Level:** Prequalified  
**Prequal Exp:** 03/31/2020

-- PREQ Address --

12001 GUILFORD ROAD  
ANNAPOLIS JUNCTION, MD 20701  
Phone: (301)953-0900  
Fax: (301)953-0384

**Work Classes (Listed But Not Limited To)**

002 - GRADING  
003 - MAJOR STRUCTURES  
007 - MINOR STRUCTURES  
045 - UNDERGROUND UTILITIES

**Bus. Contact:** PENA, KENNETH JOHN  
**Email:** KPENA@CORMANCONSTRUCTION.COM

-- DBE Information --

**DBE Type:** N/A  
**DBE Contact:** N/A



**Julie Denman**  
Vice President

Marsh USA Inc.  
125 Ottawa Avenue, N.W.  
Suite 400  
Grand Rapids, MI 49503  
616 233 4259  
Julie.Denman@marsh.com  
www.marsh.com

Sudha Mudgade, P.E., PMP, DBIA  
Alternative Project Delivery Division  
Virginia Department of Transportation  
1401 East Broad Street  
Richmond, VA 23219

May 30, 2019

**Subject:** Corman Kokosing Construction Company – Surety Qualification  
VDOT Skiffes Creek Connector | State Project No.: 0060-047-627, P101, R201, C501, B619, B620  
Federal Project No.: STP-5A03(455) | Contract ID Number: C00100200DB104

To Whom It May Concern:

This letter will confirm that Corman Kokosing Construction Company is highly regarded by and prequalified with its surety companies, and regularly obtains Performance and Payment Bonds. Corman Kokosing Construction Company is capable of providing such bonds for projects in excess of \$250 million with aggregate contracts exceeding \$2 billion. These single project size and aggregate capacity levels are by no means meant to imply a maximum capacity level and should larger capacity amounts be necessary the underwriters are favorable toward providing Corman Kokosing Construction Company with high support levels. Current available bonding capacity is in excess of \$900 million as of the date of this letter.

With an award of a project to Corman Kokosing Construction Company and subsequent to your request for bonds, Performance and Payment bonds may be executed in the full amount of the contract price by Liberty Mutual Insurance Company (A.M. Best Rating A XV) and Travelers Casualty and Surety Company of America (A.M. Best Rating A++ XV), co-sureties Corman Kokosing Construction Company. Corman Kokosing Construction Company is capable of obtaining a 100% performance bond and a 100% payment bond in the amount of \$28 Million (U.S. dollars), and said bonds will cover the Project and any warranty periods as provided for in the Contract Documents on behalf of Corman Kokosing Construction Company, in the event that Corman Kokosing Construction Company is the successful bidder and enter into a contract for this Project. The sureties look forward to the opportunity to underwrite contract documents in the interest of supporting you on your prospective projects and providing Performance and Payments Bonds as may be required. This pre-qualification is conditioned on acceptable underwriting considerations such as contract terms and conditions, bond forms and project details.

We are proud to be a part of the Corman Kokosing Construction Company risk management and surety team. Should you have any questions or if you need any clarification, please do not hesitate to contact me.

Sincerely,

  
Julie Denman, Attorney-in-Fact  
Liberty Mutual Insurance Company  
Travelers Casualty and Surety Company of America





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

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

Certificate No: 8200583-972229

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Julie Denman, Drew Brach, Brian Cook

all of the city of Grand Rapids state of Michigan each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 20th day of February, 2019.



Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

By: David M. Carey

David M. Carey, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

State of PENNSYLVANIA ss
County of MONTGOMERY

On this 20th day of February, 2019 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute 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 have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.



COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Teresa Pastella, Notary Public
Upper Merion Twp., Montgomery County
My Commission Expires March 28, 2021
Member, Pennsylvania Association of Notaries

By: Teresa Pastella
Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV - OFFICERS: Section 12. Power of Attorney.

Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.

Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation - The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization - By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, 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 30th day of May, 2019.



By: Renee C. Llewellyn

Renee C. Llewellyn, Assistant Secretary

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00 am and 4:30 pm EST on any business day.



**Travelers Casualty and Surety Company of America  
Travelers Casualty and Surety Company  
St. Paul Fire and Marine Insurance Company**

**POWER OF ATTORNEY**

**KNOW ALL MEN BY THESE PRESENTS:** That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint Julie Denman of Grand Rapids Michigan, their true and lawful Attorney-in-Fact 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 3rd day of February, 2017.



State of Connecticut

City of Hartford ss.

By:   
Robert L. Raney, Senior Vice President

On this the 3rd day of February, 2017, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance 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, 2021



  
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance 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 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 Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance 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 remains in full force and effect.

Dated this 30th day of May, 2019



  
Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.  
Please refer to the above-named Attorney-in-Fact and the details of the bond to which the power is attached.**

**ATTACHMENT 3.2.10**

**State Project No. 0060-047-627**

**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.

<b>SCC &amp; DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)</b>							
<b>Business Name</b>	<b>SCC Information (3.2.10.1)</b>			<b>DPOR Information (3.2.10.2)</b>			
	<b>SCC Number</b>	<b>SCC Type of Corporation</b>	<b>SCC Status</b>	<b>DPOR Registered Address</b>	<b>DPOR Registration Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
<b>Corman Kokosing Construction Company</b>	F2080481	Foreign Corp.	Active	12001 Guilford Rd. Annapolis Junction, MD 20701	Class A Contractor	2705167185	02-29-20
<b>Parsons Transportation Group Inc.</b>	F1943028	Foreign Corp.	Active	8618 Westwood Center Dr. Ste. 450 Tysons Corner, VA 22182 <u>Mailing Address:</u> 4701 Hedgemore Dr. Charlotte, NC 28209	ENG	0411001042	02-29-20
<b>Parsons Transportation Group Inc.</b>	F1943028	Foreign Corp.	Active	1801 Sara Dr. Ste. K Chesapeake, VA 23320 <u>Mailing Address:</u> 4701 Hedgemore Dr. Charlotte, NC 28209	ENG	0411001226	02-29-20
<b>Accompong Engineering Group, LLC</b>	S2835215	Limited Liability Co.	Active	9510 Iron Bridge Rd. Suite 200 Chesterfield, VA 23832	ENG	0407005442	12-31-19
<b>Cardno, Inc.</b>	F1882150	Foreign Corp.	Active	CT CORP-C/O CT-BL DEPT 120 S. Central Ave. Suite 400 Clayton, MO 63105	ENG	0407006219	12-31-19
<b>CES Consulting, LLC</b>	S3416007	Limited Liability Co.	Active	317 Office Square Lane Suite 101A Virginia Beach, VA 23462	ENG	0411001331	02-29-20

**ATTACHMENT 3.2.10**

**State Project No. 0060-047-627**

**SCC and DPOR Information**

<b>NXL Construction Services, Inc.</b>	03497427	Corporation	Active	114 E. Cary St. Suite 200 Richmond, VA 23219	ENG, LS	0407003031	12-31-19
<b>O.R. Colan Associates, LLC</b>	T0653610	Foreign Limited Liability Co.	Active	N/A	N/A	N/A	N/A
<b>Precision Measurements, Inc.</b>	04504361	Corporation	Active	11835 Canon Blvd. Suite B-103 Newport News, VA 23606	LS	0411000292	02-29-20
<b>Schnabel Engineering LLC</b>	S0889123	Limited Liability Co.	Active	9800 JEB Stuart Pkwy. Suite 100 Glen Allen, VA 23059	ENG	0411000322	02-29-20
<b>Seventh Point, Inc.</b>	02675411	Corporation	Active	N/A	N/A	N/A	N/A
<b>Straughan Environmental Services, Inc.</b>	F1295916	Foreign Corporation	Active	10245 Old Columbia Rd. Columbia, MD 21046	ENG	0407005614	12-31-19
<b>Wetland Studies &amp; Solutions, Inc.</b>	03826229	Corporation	Active	717 N. Courthouse Rd. Suite 101 Richmond, VA 23236	ENG	0411001337	02-29-20

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

<b>Business Name</b>	<b>Individual's Name</b>	<b>Office Location Where Professional Services will be Provided (City/State)</b>	<b>Individual's DPOR Address</b>	<b>DPOR Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
<b>Parsons Transportation Group Inc.</b>	Joshua Wade, PE	Tysons Corner, VA	43346 Riverpoint Dr. Leesburg, VA 20176	Professional PE License	0402032924	01-31-21
<b>NXL Construction Services, Inc.</b>	Michael Saunders, PE, CCM, DBIA	Richmond, VA	4500 Litchfield Dr. Chesterfield, VA 23832	Professional PE License	0402041295	12-31-19

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#### Corman Kokosing Construction Company

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##### Business Entities

##### UCC or Tax Liens

##### Court Services

##### Additional Services

#### General

SCC ID: F2080481  
 Entity Type: Foreign Corporation  
 Jurisdiction of Formation: OH  
 Date of Formation/Registration: 1/22/2018  
 Status: Active  
 Shares Authorized: 49021

#### Select an action

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- [Pay annual registration fee](#)
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#### Principal Office

12001 GUILFORD ROAD  
 ANNAPOLIS JUNCTIO VA20701

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#### Registered Agent/Registered Office

C T CORPORATION SYSTEM  
 4701 Cox Rd Ste 285  
 Glen Allen VA 23060  
 HENRICO COUNTY 143  
 Status: Active  
 Effective Date: 1/11/2018

Screen ID: e1000

#### Supported Browsers

Need additional information? Contact [sccinfo@scc.virginia.gov](mailto:sccinfo@scc.virginia.gov) Website questions? Contact: [webmaster@scc.virginia.gov](mailto:webmaster@scc.virginia.gov)

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#### PARSONS TRANSPORTATION GROUP INC.

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##### General

SCC ID: F1943028  
 Entity Type: Foreign Corporation  
 Jurisdiction of Formation: IL  
 Date of Formation/Registration: 10/8/2013  
 Status: Active  
 Shares Authorized: 500

##### Select an action

- [File a registered agent change](#)
- [File a registered office address change](#)
- [Resign as registered agent](#)
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##### Principal Office

100 M STREET SE STE 1200  
 WASHINGTON DC20003

##### Registered Agent/Registered Office

C T CORPORATION SYSTEM  
 4701 Cox Rd Ste 285  
 Glen Allen VA 23060  
 HENRICO COUNTY 143  
 Status: Active  
 Effective Date: 10/4/2013

Screen ID: e1000

##### Supported Browsers

Need additional information? Contact [sccinfo@scc.virginia.gov](mailto:sccinfo@scc.virginia.gov) Website questions? Contact: [webmaster@scc.virginia.gov](mailto:webmaster@scc.virginia.gov)

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#### General

SCC ID: S2835215  
 Entity Type: Limited Liability Company  
 Jurisdiction of Formation: VA  
 Date of Formation/Registration: 2/17/2009  
 Status: Active

#### Select an action

- [File a registered agent change](#)
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#### Principal Office

8425 LYLWOOD CT  
 CHESTERFIELD VA23838

#### Registered Agent/Registered Office

CONRAD A SCOTT  
 9510 IRONBRIDGE ROAD  
 SUITE 200  
 CHESTERFIELD VA 23832  
 CHESTERFIELD COUNTY 120  
 Status: Active  
 Effective Date: 12/27/2011

Screen ID: e1000

#### Supported Browsers

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### Cardno, Inc.

#### General

SCC ID: F1882150  
 Entity Type: Foreign Corporation  
 Jurisdiction of Formation: DE  
 Date of Formation/Registration: 12/13/2011  
 Status: Active  
 Shares Authorized: 1000

#### Select an action

- [File a registered agent change](#)
- [File a registered office address change](#)
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#### Principal Office

10004 PARK MEADOWS DR  
 SUITE #300  
 LONE TREE CO80124

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#### Registered Agent/Registered Office

C T CORPORATION SYSTEM  
 4701 Cox Rd Ste 285  
 Glen Allen VA 23060  
 HENRICO COUNTY 143  
 Status: Active  
 Effective Date: 10/4/2013

Screen ID: e1000

#### Supported Browsers

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**Note: The SCC website will be unavailable Thursday, May 16, from 6-10 p.m. for system maintenance. We apologize for the inconvenience and appreciate your patience.**

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**SCC eFile will be unavailable on Saturday, May 18, 2019 between the hours of 8:00 a.m. and 8:00 p.m., due to system maintenance. We apologize for the inconvenience and appreciate your patience.**

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#### Business Entities

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## CES Consulting, LLC

### General

SCC ID: S3416007  
 Entity Type: Limited Liability Company  
 Jurisdiction of Formation: VA  
 Date of Formation/Registration: 10/14/2010  
 Status: Active

### Principal Office

23475 ROCK HAVEN WAY  
 SUITE 255  
 DULLES VA20166

### Registered Agent/Registered Office

AVTAR SINGH  
 6773 LEOPOLDS TRAIL  
 HAYMARKET VA 20169  
 PRINCE WILLIAM COUNTY 176  
 Status: Active  
 Effective Date: 5/18/2016

### Select an action

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## NXL Construction Co., Inc.

### General

SCC ID: 03497427  
 Entity Type: Corporation  
 Jurisdiction of Formation: VA  
 Date of Formation/Registration: 11/17/1989  
 Status: Active  
 Shares Authorized: 5000

### Principal Office

114 E CARY STREET SUITE 200  
 RICHMOND VA23219

### Registered Agent/Registered Office

NICOMEDES L DE LEON  
 9606 GEORGE'S BLUFF RD  
 RICHMOND VA 23229  
 HENRICO COUNTY 143  
 Status: Active  
 Effective Date: 10/8/1998

### Select an action

- [File a registered agent change](#)
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#### O.R. COLAN ASSOCIATES, LLC

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<b>UCC or Tax Liens</b>
<b>Court Services</b>
<b>Additional Services</b>

#### General

SCC ID: T0653610  
Entity Type: Foreign Limited Liability Company  
Jurisdiction of Formation: FL  
Date of Formation/Registration: 5/9/2016  
Status: Active

#### 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](#)
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#### Principal Office

7005 SHANNON WILLOW RD STE 100  
CHARLOTTE NC28226

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#### Registered Agent/Registered Office

CORPORATION SERVICE COMPANY  
100 SHOCKOE SLIP  
2ND FLOOR  
RICHMOND VA 23219  
RICHMOND CITY 216  
Status: Active  
Effective Date: 1/1/2018

Screen ID: e1000

Need additional information? Contact: [sccinfo@scc.virginia.gov](mailto:sccinfo@scc.virginia.gov) Website questions? Contact: [webmaster@scc.virginia.gov](mailto:webmaster@scc.virginia.gov)

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#### PRECISION MEASUREMENTS, INC.

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##### General

SCC ID: 04504361  
 Entity Type: Corporation  
 Jurisdiction of Formation: VA  
 Date of Formation/Registration: 7/24/1995  
 Status: Active  
 Shares Authorized: 5000

##### Select an action

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##### Principal Office

629 PHOENIX DRIVE  
 SUITE 100  
 VIRGINIA BEACH VA23452

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##### Registered Agent/Registered Office

DOUGLAS W DAVIS  
 WYNNGATE BUSINESS PARK  
 516 BAYLOR CT  
 CHESAPEAKE VA 23320  
 CHESAPEAKE CITY 236  
 Status: Active  
 Effective Date: 6/4/2002

Screen ID: e1000

##### Supported Browsers

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## Schnabel Engineering, LLC

### General

SCC ID: S0889123  
 Entity Type: Limited Liability Company  
 Jurisdiction of Formation: VA  
 Date of Formation/Registration: 12/19/2002  
 Status: Active

### Principal Office

9800 JEB STUART PARKWAY  
 SUITE 200  
 GLEN ALLEN VA23059

### Registered Agent/Registered Office

C T CORPORATION SYSTEM  
 4701 Cox Rd Ste 285  
 Glen Allen VA 23060  
 HENRICO COUNTY 143  
 Status: Active  
 Effective Date: 10/4/2013

### Select an action

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#### Seventh Point, Inc.

##### General

- SCC ID: 02675411  
 Entity Type: Corporation  
 Jurisdiction of Formation: VA  
 Date of Formation/Registration: 3/4/1985  
 Status: Active  
 Shares Authorized: 5000

##### Select an action

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- [Pay annual registration fee](#)
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##### Principal Office

4752 EUCLID ROAD  
 VIRGINIA BEACH VA23462

##### Registered Agent/Registered Office

ALBERT H POOLE  
 4705 COLUMBUS ST  
 VIRGINIA BEACH VA 23462  
 VIRGINIA BEACH CITY 228  
 Status: Active  
 Effective Date: 3/24/1998

Screen ID: e1000

##### Supported Browsers

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## Straughan Environmental, Inc.

### General

SCC ID: F1295916  
 Entity Type: Foreign Corporation  
 Jurisdiction of Formation: MD  
 Date of Formation/Registration: 1/9/2008  
 Status: Active  
 Shares Authorized: 1000000

### Select an action

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### Principal Office

10245 OLD COLUMBIA ROAD  
 COLUMBIA MD21046

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### Registered Agent/Registered Office

NATIONAL REGISTERED AGENTS, INC.  
 4701 COX ROAD, SUITE 285  
 GLEN ALLEN VA 23060  
 HENRICO COUNTY 143  
 Status: Active  
 Effective Date: 10/4/2013

Screen ID: e1000

#### Supported Browsers

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#### WETLAND STUDIES AND SOLUTIONS, INC.

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##### Business Entities

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##### Court Services

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#### General

SCC ID: 03826229  
 Entity Type: Corporation  
 Jurisdiction of Formation: VA  
 Date of Formation/Registration: 10/18/1991  
 Status: Active  
 Shares Authorized: 5000

#### Select an action

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#### Principal Office

5300 WELLINGTON BRANCH DRIVE  
 STE 100  
 GAINESVILLE VA20155

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#### Registered Agent/Registered Office

C T CORPORATION SYSTEM  
 4701 Cox Rd Ste 285  
 Glen Allen VA 23060  
 HENRICO COUNTY 143  
 Status: Active  
 Effective Date: 5/6/2014

Screen ID: e1000

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Telephone: (804) 367-8500

EXPIRES ON

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CORMAN KOKOSING CONSTRUCTION COMPANY  
12001 GUILFORD RD  
ANNAPOLIS JUNCTION, MD 20701



*Jay W. DeBoer*  
Jay W. DeBoer, Director

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ANNAPOLIS JUNCTION, MD 20701



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PROFESSIONS: ENG



PARSONS TRANSPORTATION GROUP INC  
ATTN: LICENSING  
4701 HEDGEMORE DRIVE  
CHARLOTTE, NC 28209



Status can be verified at <http://www.dpor.virginia.gov>

*July W. DeBoer*  
July W. DeBoer, Director

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BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG



PARSONS TRANSPORTATION GROUP INC  
ATTN: LICENSING  
4701 HEDGEMORE DRIVE  
CHARLOTTE, NC 28209



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July W. DeBoer, Director

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AND LANDSCAPE ARCHITECTS  
BUSINESS ENTITY REGISTRATION

PROFESSIONS: ENG



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



*Jay W. DeBoer*  
Jay W. DeBoer, Director

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BUSINESS ENTITY REGISTRATION  
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PROFESSIONS: ENG  
ACCOMPONG ENGINEERING GROUP, LLC  
9510 IRON BRIDGE RD  
SUITE 200  
CHESTERFIELD, VA 23832



(FOLD)

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Department of Professional and Occupational Regulation

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Telephone: (804) 367-8500

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AND LANDSCAPE ARCHITECTS  
BUSINESS ENTITY REGISTRATION

PROFESSIONS: ENG



CARDNO INC  
CT CORP - C/O CT-BL DEPT  
120 S CENTRAL AVE  
STE 400  
CLAYTON, MO 63105



*Jay W. DeBoer*  
Jay W. DeBoer, Director

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CARDNO INC  
CT CORP - C/O CT-BL DEPT  
120 S CENTRAL AVE  
STE 400  
CLAYTON, MO 63105



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Telephone: (804) 367-8500

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BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG



CES CONSULTING LLC  
317 OFFICE SQUARE LN STE 101A  
VIRGINIA BEACH, VA 23462



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317 OFFICE SQUARE LN STE 101A  
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AND LANDSCAPE ARCHITECTS  
BUSINESS ENTITY REGISTRATION

PROFESSIONS: ENG, LS



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



Status can be verified at <http://www.dpor.virginia.gov>

*Jan W. DeBoer*  
Jan W. DeBoer, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



BOARD FOR APPLSCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407003031 EXPIRES: 12-31-2019  
PROFESSIONS: ENG, LS  
NXL CONSTRUCTION CO INC  
NXL CONSTRUCTION SERVICES INC  
114 E CARY ST STE 200  
RICHMOND, VA 23219



(FOLD)

Status can be verified at <http://www.dpor.virginia.gov>

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

02-29-2020

NUMBER

0411000292

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

PROFESSIONS: LS



PRECISION MEASUREMENTS INC  
11835 CANON BLVD STE B-103  
NEWPORT NEWS, VA 23606



Status can be verified at <http://www.dpor.virginia.gov>

*Jay W. DeBoer*  
Jay W. DeBoer, Director

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DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA  
Department of Professional and Occupational Regulation

BOARD FOR APELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000292 EXPIRES: 02-29-2020  
PROFESSIONS: LS  
PRECISION MEASUREMENTS INC  
11835 CANON BLVD STE B-103  
NEWPORT NEWS, VA 23606



(FOLD)

Status can be verified at <http://www.dpor.virginia.gov>

DPOR-PC (02/2017)



# COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

02-29-2020

NUMBER

0411000322

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

PROFESSIONS: ENG



SCHNABEL ENGINEERING, LLC  
9800 JEB STUART PKWY STE 100  
GLEN ALLEN, VA 23059



Status can be verified at <http://www.dpor.virginia.gov>

*Jay W. DeBoer*  
Jay W. DeBoer, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

BOARD FOR APELSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000322 EXPIRES: 02-29-2020  
PROFESSIONS: ENG  
SCHNABEL ENGINEERING, LLC  
9800 JEB STUART PKWY STE 100  
GLEN ALLEN, VA 23059



(FOLD)

Status can be verified at <http://www.dpor.virginia.gov>

DPOR-PC (02/2017)

# COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2019

NUMBER

0407005614

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

PROFESSIONS: ENG



STRAUGHAN ENVIRONMENTAL SERVICES, INC  
10245 OLD COLUMBIA RD  
COLUMBIA, MD 21046



*Jay W. DeBoer*  
Jay W. DeBoer, Director

Status can be verified at <http://www.dpor.virginia.gov>

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DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

BOARD FOR APESCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407005614 EXPIRES: 12-31-2019  
PROFESSIONS: ENG  
STRAUGHAN ENVIRONMENTAL SERVICES, INC  
10245 OLD COLUMBIA RD  
COLUMBIA, MD 21046



(FOLD)

Status can be verified at <http://www.dpor.virginia.gov>

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

02-29-2020

NUMBER

0411001337

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

PROFESSIONS: ENG



WETLAND STUDIES AND SOLUTIONS INC  
717 N COURTHOUSE RD STE 101  
RICHMOND, VA 23236



*Jay W. DeBor*  
Jay W. DeBor, Director

Status can be verified at <http://www.dpor.virginia.gov>

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

BOARD FOR APESCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411001337 EXPIRES: 02-29-2020  
PROFESSIONS: ENG  
WETLAND STUDIES AND SOLUTIONS INC  
717 N COURTHOUSE RD STE 101  
RICHMOND, VA 23236



(FOLD)

Status can be verified at <http://www.dpor.virginia.gov>

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

01-31-2021

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



*Jay W. DeBoer*  
Jay W. DeBoer, Director

Status can be verified at <http://www.dpor.virginia.gov>

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

BOARD FOR APESCIDLA

PROFESSIONAL ENGINEER LICENSE

NUMBER: 0402032924 EXPIRES: 01-31-2021

JOSHUA SHEPPARD WADE  
43346 RIVERPOINT DRIVE  
LEESBURG, VA 20176



(FOLD)

Status can be verified at <http://www.dpor.virginia.gov>

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2019

NUMBER

0402041295

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



MICHAEL WILLIAM SAUNDERS  
4500 LITCHFIELD DRIVE  
CHESTERFIELD, VA 23832



*July W. DeBoer*  
July W. DeBoer, Director

Status can be verified at <http://www.dpor.virginia.gov>

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)

**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title: <b>Christopher Clark, Project Manager</b>	
b. Project Assignment: <b>Design-Build Project Manager</b>	
c. Name of all Firms with which you are employed at the time of submitting SOQ. In addition, please denote the type of employment (Full Time/Part Time) : <b>Corman – Full Time</b>	
<p>d. Employment History: With this Firm <b>15</b> Years With Other Firms <b>2</b> Years                  Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p><b>Corman Kokosing Construction Company (Mid-Atlantic &amp; Tidewater Divisions)</b>  <i>Start Date: 2010                      End Date: Present                      Position: Project Manager/Construction Manager</i>                  Chris served as Project Manager   Construction Manager on design-build and design-bid-build roadway, build and sewer projects in Maryland and Virginia. In 2013, he was transferred to Corman’s Tidewater Division in Chesapeake, VA where he established the company office and manages projects throughout the region.</p> <p><b>Corman Kokosing Construction Company</b>  <i>Start Date: 2004                      End Date: 2010                      Position: Sr. Project Engineer/Project Engineer</i>                  Chris initially joined the Corman roster as a Project Engineer assigned to bridge, road, and sewer projects throughout Maryland and Virginia. He gainfully rose up the ranks to Sr. Project Engineer where he worked on complex, fast track design-build and design-bid build projects. He also specializes as a liaison between the project team and community where he informs the public on work progress while keeping the project on track.</p>	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: <b>Ohio State University, Columbus, OH   BA   2003   Construction System Management; Minor: Agricultural Business</b>	
f. Active Registration: Year First Registered/Discipline/VA Registration #: <b>N/A</b>	
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <ol style="list-style-type: none"> <li><i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i></li> <li><i>Note whether experience is with current firm or with other firm.</i></li> <li><i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i></li> </ol> <p><b>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</b></p>	
<p><b>DESIGN-BUILD MILITARY HIGHWAY CONTINUOUS FLOW INTERSECTION (CFI), NORFOLK, VA – \$61.9 MILLION-VIRGINIA DEPT. OF TRANSPORTATION</b></p> <p><i>Name of Firm: Corman Kokosing Construction Company                      Project Role: Design-Build Project Manager/Construction Manager</i></p> <p><i>Start Date: September 2015                      End Date: January 2019</i></p> <p><i>Specific Responsibilities: As <b>Design-Build Project Manager</b>, Chris oversaw construction, managed the project team, equipment/material procurement, established objectives/goals, work plans, budgets and resources, coordinated subcontractors, monitored schedules, conducted progress meetings, evaluated/minimized exposures and risks, mitigated issues, reviewed/approved deliverables, RFIs, change orders, oversaw budget, safety, and quality compliance, and steered the project to successful completion per contract. As <b>Construction Manager</b>, he supervised field operations, coordinated labor, equipment, and subcontractors, schedules, and oversaw safety/quality control compliance. Chris worked with the designers on the design and constructability reviews, attended weekly progress meetings, troubleshooted design conflicts throughout construction, completed monthly schedule updates, maintained the CPM schedule, brainstormed value engineering ideas with the design-build team that saved time/money, and assisted the public relations subcontractor in conducting the initial and three project presentations to the stakeholders and answered questions, and coordinated with the stakeholders and property owners to minimize impacts.</i></p> <p>This Hampton Roads District project widens Military Highway for 1.58 miles from a four-lane roadway to an eight-lane divided roadway with a new Continuous Flow Intersection (CFI) at the Northampton Blvd. intersection which reduces congestion and enhances safety for motorists, cyclists, and pedestrians. Evaluated the high pedestrian traffic to access the transit stops along the corridor and extensive shared-use paths. Major elements were protecting/relocating/undergrounding utilities (gas, electric and telecom) and ROW acquisitions along the entire project. There was maintenance of traffic including a high percentage of trucks, stream crossing of Broad Creek with wick drains to pre-consolidate adjacent soft soils, and accommodated widening the railroad crossing, which involved coordinating with multiple railroads (owners and leasers) to ensure requirements, reviews and design standards were met, minimize impacts</p>	

to operations, and ensured user and project team safety. **This project team included many of the same design leads and Corman staff proposed on this new project: Josh Wade, PE, DBIA, Design Manager, Greg Anderson, PE, Design QC Manager, and Ed Drahos, PE, Lead Geotechnical Engineer.**

**Project Relevancy:** *VDOT Design-Build with Parsons and Schnabel, in the Hampton Roads District, roadway & interstate ramp construction, stream crossing, railroad crossing/coordination, heavy truck traffic, utility crossing, emergency evacuation considerations, survey, bridge, environmental including permits, geotechnical, hydraulics, traffic control devices, transportation management plan, right-of-way, utilities, public involvement/relations, stakeholder coordination, QA/QC, construction engineering and inspection, project management*

**DESIGN-BUILD I-70 PHASE 2D, FREDERICK, MD – \$37.5 MILLION- MARYLAND DEPT. OF TRANSPORTATION/STATE HIGHWAY ADMINISTRATION**

*Name of Firm:* Corman Kokosing Construction Company

*Project Role:* Project Manager/Project Engineer

*Start Date:* August 2010

*End Date:* August 2014

**Specific Responsibilities:** As **Project Manager/Project Engineer** for this design-build project, Chris oversaw construction from start up to close out, managed the project team, including one project engineer and two superintendents, equipment/material procurement, objectives and goals, work plans, budgets/resources, conducted progress meetings, minimized exposures/risks, mitigated issues, reviewed/approved deliverables, RFIs, change orders, administered contracts, and oversaw budget, safety, and quality compliance. He drafted the project's monthly newsletter and answered questions within 24 hours on the hotline, coordinated issue resolutions, managed submittal procedures, was the main contact with owner for operations/procedures, supervised design coordination with the project team, participated in design development and reviews, managed subcontractors/suppliers, produced comprehensive and short-term schedules, and ensured project was successfully completed per contract.

Designed/reconstructed/widened a two-mile section of dual-divided I-70, including replacing two four-lane bridges with new substructure/steel girders structures over CSX/MTA MARC Line and South Street, an access road along the railroad tracks, and removed/constructed two new CSX/MARC commuter railroad crossings. Since foundation H-piles were driven adjacent to the railroad ROW, it was surveyed/monitored for movement before and after each activity. Two-phase bridge construction included raising the elevation by 4 feet. Bridges consisted of conventional structural steel, concrete deck, H-pile foundations with rock sockets and decorative arch piers. Extensive geotechnical exploration for the piers. Modified owner's preliminary bridge design from driven piles to drilled foundations. Completed the new full depth paving section of Monocacy Blvd. from South St. to the recently completed part of Monocacy Blvd. This project eliminated merging traffic on this part of the interstate and improved safety, congestion and traffic flow.

**Project Relevancy:** *Design-Build, interstate roadway & bridges, railroad crossing, heavy truck traffic, utility crossing, survey, environmental, geotechnical, hydraulics, traffic control devices, transportation management plan, right-of-way, utilities, public involvement/relations, QA/QC, construction engineering, project management*

**DESIGN-BUILD MD 30 HAMPSTEAD BYPASS, HAMPSTEAD, MD – \$43.2 MILLION- MARYLAND DEPT. OF TRANSPORTATION/STATE HIGHWAY ADMINISTRATION**

*Name of Firm:* Corman Kokosing Construction Company

*Project Role:* Project Manager/Construction Manager

*Start Date:* May 2006

*End Date:* August 2009

**Specific Responsibilities:** As **Project Manager/Construction Manager**, Chris oversaw construction from start-up to close-out, managed the project team, objectives and goals, work plans, budgets/resources, conducted progress meetings, minimized exposures/risks, mitigated issues, reviewed/approved deliverables, RFIs, change orders, administered contracts, and oversaw budget, safety, and quality compliance. He coordinated issue resolutions, was the main contact with owner for operations/procedures and participated in design development/reviews. Chris coordinated the design team, subcontractor and schedules, equipment/material procurement, EEO Officer and traffic manager duties, including coordinating traffic switches, served as community and project liaison, managed submittals, reviewed design drawings, and oversaw project close out. Chris' suggestion to change a raised key (starter wall) in the weir wall of the stormwater management ponds to a depressed key resulted in expedient performance of formwork.

This project was a 4.5-mile two-lane roadway with stream/wetland crossings and four bridges spanning them including one single-span concrete girder bridge over a tributary of the Patapsco River and one single span pre-stressed concrete girder bridge over Indian Run. It was constructed to return the town to its residents by safely having commuter/commercial traffic bypass the town center and mitigate the gripping congestion during morning/evening rush hour. An approved ATC shifted a roadway alignment and avoided a costly detour road.

**Project Relevancy:** *Design-Build, new roadway, stream crossing, heavy truck traffic, utility crossing, wildlife crossing, survey, structure and bridges, environmental, geotechnical, hydraulics, traffic control devices, transportation management plan, right-of-way, utilities, public involvement/relations, QA/QC, construction engineering and inspection, project management*

\* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. **N/A**

**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
<b>a. Name &amp; Title: Michael Saunders, PE, CCM, DBIA   VP/Director of Construction Services</b>	
<b>b. Project Assignment: Quality Assurance Manager</b>	
<b>c. Name of all Firms with which you are employed at the time of submitting SOQ. In addition, please denote the type of employment (Full Time/Part Time): NXL Construction Services, Inc. - Full Time</b>	
<p><b>d. Employment History: With this Firm <u>5</u> Years With Other Firms <u>10</u> Years</b>          Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p><b>NXL Construction Services, Inc.</b>  <i>Start Date: 2014                      End Date: Present                      Position: Vice President/Director of Construction Management</i>          Michael manages/coordinates the workload of in-house staff and sub-consultants, including overseeing four Prime VDOT District-Wide Contracts. He provides consistency and coordination across assigned tasks, coordinates progress meetings, establishes regular communications with clients, and provides review and Quality Control/Quality Assurance Management on Design-Build Projects to ensure required QC testing and independent QA is carried out per requirements to meet construction quality standards.</p> <p><b>NXL Construction Services, Inc.</b>  <i>Start Date: 2011                      End Date: 2014                      Position: Project Manager/Quality Assurance Manager</i>          Michael managed projects of varying complexity to include utility relocations and constructability reviews on VDOT and municipal construction projects. He was the Quality Assurance Manager for several design-build projects ensuring contract requirements and specifications are administered/applied, QC testing and independent QA is carried out ensuring construction quality standards are met, and payments processed.</p> <p><b>Virginia Department of Transportation</b>  <i>Start Date: 2004                      End Date: 2011                      Position: Project Controls Engineer/Area Construction Engineer for Design-Build   Local Administered Projects</i>          Michael delivered Six-Year Improvement Plan construction projects including managing construction maintenance contracts. He provided responsible-charge supervision and technical guidance to construction managers/inspectors, supervised multi-operational roadway/structural projects to ensure work was per plans/specifications/special provisions, coordinated constructability reviews, including developing pre-advertisement schedules and sequence of construction, and coordinated post-award schedule reviews and district-wide schedule impact analysis. He was Responsible-Charge Project Manager for Richmond District design-build projects and ultimately served as the Responsible-Charge Engineer acting on behalf of the owner.</p>	
<b>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</b> <i>Virginia Polytechnic Institute and State University, Blacksburg, VA   BS   2001   Civil Engineering</i>	
<b>f. Active Registration: Year First Registered/Discipline/VA Registration #:</b> <i>2005   Professional Engineer   VA Registration #0402041295</i>	
<p><b>g. Document the extent and depth of your experience and qualifications relevant to the Project.</b></p> <ol style="list-style-type: none"> <li><i>1. Note your role, responsibility, and specific job duties for each project, not those of the firm.</i></li> <li><i>2. Note whether experience is with current firm or with other firm.</i></li> <li><i>3. Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i></li> </ol> <p><b>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</b></p>	
<p><b>DESIGN-BUILD I-64 WIDENING, EXIT 200 TO 205, HENRICO/NEW KENT COUNTIES, VA – \$43.3 MILLION-VIRGINIA DEPT. OF TRANSPORTATION</b></p> <p><i>Name of Firm: NXL Construction Services, Inc.                      Project Role: Quality Assurance Manager</i>  <i>Start Date: January 2014                      End Date: Present</i></p> <p><i>Specific Responsibilities: As <b>Quality Assurance Manager</b>, Michael prepared the project’s QA/QC Plan and oversees QA procedures/plans. He ensures work and materials, testing, and sampling are in conformance with the contract to include construction plans/specifications. Michael is responsible for performance/coordination of the QA testing/inspection per VDOT’s design-build guidelines, monitors the Corman JV’s QC program and is liaison with VDOT with respect to compliance to ensure IA/IV testing, and approves QC inspection, staffing assignments and the QC frequency</i></p>	



testing plan before submitting to VDOT. Michael prepares, maintains, and submits documentation, including diaries, EEO, materials notebook, as-built sketches, approval of monthly pay packages, and will prepare/submit final records. He manages/coordinates the QA staff for compliance per contract/plans/specifications.

This project widens five miles of I-64 from four to six lanes adding one lane east and westbound between I-295 and Bottom's Bridge exit, including twin bridges over Chickahominy River widened in the median and rehabilitated with new decks, and provides significant safety and operation improvements to the corridor which has level of service issues, particularly during the summer. Corman is the lead Design-Build joint venture partner on this project.

*Project Relevancy: VDOT Design-Build with Corman, interstate roadway, survey, bridge & retaining walls, environmental permitting, geotechnical, erosion & sediment controls, hydraulics & stormwater management, landscaping, roadway lighting, traffic control devices, transportation management plan, right-of-way, utility relocations, stakeholder coordination, public involvement/relations, QA/QC, as-built drawings, overall project management*

**DESIGN-BUILD I-64/I-264 PAVEMENT REHABILITATION, SEGMENT ONE, NORFOLK, VA – \$36.5 MILLION-VIRGINIA DEPT. OF TRANSPORTATION**

Name of Firm: NXL Construction Services, Inc.

Project Role: Quality Assurance Manager

Start Date: April 2014

End Date: November 2015

*Specific Responsibilities:* As **Quality Assurance Manager**, Michael prepared the QA/QC Plan and oversaw QA procedures/plan. He ensured work and materials, testing, and sampling were in conformance with the contract to include construction plans/specifications. Michael was responsible for performance/coordination of QA testing/inspection per VDOT's design-build guidelines, monitored the contractor's QC program, was the liaison with VDOT regarding compliance to ensure IA/IV testing, approved QC inspection, staffing assignments, and the QC frequency testing plan before submitting to VDOT. He managed/coordinates the QA staff for compliance per contract/plans/specifications, prepared, maintained and submitted documentation, including diaries, EEO, materials/notebook, as-built sketches, approval of monthly pay packages, and prepared/submitted final records.

This three-segment project was part of 163 miles of eastbound and westbound interstate segments that included concrete patching and asphalt pavement. Segment One included major restoration and pavement rehabilitation of 10 miles (67 lane-miles) on I-64 from Little Creek Road Bridge to Bridge over Curlew Drive and I-264 from Clainborne Avenue to Broad Creek Bridge. This project required long work zones and lane closures, maintenance of traffic, and coordinating with emergency responders. There were adjustments to drainage structures, barriers and guardrails, minor drainage improvements, pavement markings, and safety improvements.

*Project Relevancy: VDOT Design-Build, interstate roadway, survey, environmental, geotechnical, traffic control devices, transportation management plan, public involvement/relations, QA/QC, construction engineering and inspection, project management*

**DESIGN-BUILD ROUTE 3 WIDENING, CULPEPER, VA – \$25 MILLION-VIRGINIA DEPT. OF TRANSPORTATION**

Name of Firm: NXL Construction Services, Inc.

Project Role: Quality Assurance Manager

Start Date: May 2014

End Date: May 2017

*Specific Responsibilities:* As **Quality Assurance Manager**, Michael prepared the QA/QC Plan and oversaw QA procedures/plan. He ensured work and materials, testing, and sampling were in conformance with the contract to include construction plans/specifications. Michael was responsible for performance/coordination of QA testing/ inspection per VDOT's design-build guidelines, monitored the contractor's QC program, was the liaison with VDOT regarding compliance to ensure IA/IV testing, approved QC inspection, staffing assignments, and the QC frequency testing plan before submitting to VDOT. He managed/coordinates the QA staff for compliance per contract/plans/specifications compliance, prepared, maintained, and submitted documentation, including diaries, EEO, materials/notebook, as-built sketches, approval of monthly pay packages, and prepared/submitted final records.

This project widened 4.9 miles of Route 3 from a two-lane undivided highway to a four-lane divided highway, which began approximately 4.1 miles east of Route 29 and extended four miles west of the Culpeper County / Orange County line. There were utility relocations, managing unsuitable soils, and coordinating with property owners along the corridor.

*Project Relevancy: VDOT Design-Build, roadway, survey, structures, environmental, geotechnical, hydraulics, traffic control devices, transportation management plan, right-of-way, utilities, public involvement/relations, QA/QC, ITS, construction engineering and inspection, project management*

\* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. N/A

**ATTACHMENT 3.3.1**

**KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
a. Name & Title: <b>Joshua Wade, PE, DBIA, Regional Lead for Civil Engineering</b>
b. Project Assignment: <b>Design Manager</b>
c. Name of all Firms with which you are employed at the time of submitting SOQ. In addition, please denote the type of employment (Full time/Part Time) : <b>Parsons – Full Time</b>
d. Employment History: With this Firm <u>25</u> Years With Other Firms <u>0</u> Years Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below): <b>Parsons Transportation Group Inc.</b> <i>Start Date: May 1994      End Date: Present      Position: Vice President, Regional Lead for Civil Engineering</i> Josh has been employed by Parsons his entire career. Over the past 15+ years, he has been the design manager for multiple projects, as well as managed the Virginia design efforts working extensively with Corman on design-build projects including the ICC A and B, which included a similar railroad crossing. He has given presentations to VTCA and other industry groups on alternative interchange development and is currently on the VTCA Design-Build Committee working with VDOT on continually improving the Design-Build process in Virginia.
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: <a href="#">University of Maryland University College, Adelphi, MD   MBA   2009   Business Administration</a> <a href="#">University of Maryland, College Park, MD   BS   1993   Civil Engineering</a>
f. Active Registration: Year First Registered/ Discipline/VA Registration #: <a href="#">1999   Professional Engineer   Virginia   No. 0402032924</a>
g. Document the extent and depth of your experience and qualifications relevant to the Project. 1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <b>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</b> <b>DESIGN-BUILD I-64 SOUTHSIDE WIDENING AND HIGH RISE BRIDGE PHASE 1, CHESAPEAKE, VA - \$409 MILLION-VIRGINIA DEPT. OF TRANSPORTATION</b> <i>Name of Firm: Parsons      Project Role: Design Manager</i> <i>Start Date: October 2017      End Date: February 2019 (Design Complete), July 2021 (Construction)</i> <i>Specific Responsibilities: As Design Manager, Josh managed the design that includes widening the interstate from four to six lanes to improve mobility/safety and adds capacity to a key evacuation route. He determined design packaging, set the design schedule, resource and subconsultant management, ROW avoidance and acquisition support, coordinated with stakeholders (VDOT, the City, GEC, railroads, and utility companies, such as the Hampton Road Sanitary District and the city’s public utilities), permit acquisition, and oversaw design reviews including interdisciplinary, environmental, constructability, and safety. Josh led developing/implementing the Design QA/QC Plan, breakdown of design packages, working plans, shop drawing reviews, specifications, subconsultant efforts, and constructability reviews. He coordinated with Parsons’ worldwide resource network to apply lessons learned to ensure a fully optimized project solution.</i> Design included multiple railroad crossings where designs were developed to span the rail lines and coordination done to minimize operational impacts to the rail users (both owners and leasers), maintain review schedules and ensure worker and user safety. Railroad insurance was put in place and railroad safety training certification obtained. Minimizing habitat and endangered species impacts, including nest management and LOD minimization. Widening will accommodate one HOT/HOV lane, and two general purpose (GP) lanes, with an outside shoulder that can accommodate hard shoulder running in each direction. Improvements include: a new fixed-span High Rise bridge south of the existing bridge; realigning I-64 lanes immediately adjacent to the new High Rise bridge; sound barrier walls; asphalt overlay over existing pavement; adding new asphalt or concrete travel lanes; emergency pull-offs; replacing Great Bridge Blvd. overpass bridge; widening six I-64 bridges over Military Highway, Yadkin Road and Shell Road; extending two box and 14 pipe culverts; installing storm drain pipes and stormwater management facilities; civil infrastructure for the new HOT/HOV/managed lanes; and Intelligent Transportation Systems. Corman is part of the JV leading this project. <i>Project Relevancy: VDOT Design Build with Corman, Hampton Roads District, interstate widening, stream crossing, railroad crossing, heavy truck traffic, utility crossing, emergency evacuation considerations, wildlife crossing, survey,</i>

structure and bridge, environmental, geotechnical, hydraulics, traffic control devices, transportation management plan, right-of-way, utilities, public involvement/relations, QA/QC, construction engineering and inspection, project management

**DESIGN-BUILD INTERCOUNTY CONNECTOR CONTRACT B, MONTGOMERY COUNTY, MD - \$560 MILLION- MARYLAND DEPT. OF TRANSPORTATION/STATE HIGHWAY ADMINISTRATION**

Name of Firm: Parsons

Project Role: Design Manager

Start Date: August 2008

End Date: November 2011 (Substantial Completion)

*Specific Responsibilities:* As **Design Manager**, Josh was responsible for the design efforts where Corman was part of the Design-Builder JV. He worked with Corman and took a hands-on approach getting involved and overseeing the design including coordinating the design disciplines and ensuring the project design is per contract. Josh developed the Design QA/QC program and implemented RFIs/NDCs to ensure constructed elements met design plans and were reviewed for conformance with the quality plan, standards and processes. Project team included many of the same design leads and staff.

Project consisted of a new 7.1 mile six-lane divided highway starting at MD 97 and extending east, including two new interchanges at MD 182 and 650 and a grade separation with a roundabout. MD 650 interchange included a SPUI configuration to reduce impacts on neighboring properties, improve operations along MD 650 and accommodate dozens of nearby utilities. There are 15 bridges and span over streams, wetlands, and 100-year floodplains and three miles of a pedestrian/bicycle shared-use path along the roadway. There were utility protection designs and relocations including extensive existing electrical lines, state/local road and intersection improvements, retaining walls, drainage facilities, landscaping, signing, signals, lighting, pavement markings, environmental compliance, and miles of pedestrian and bicycle trails and facilities. Stream crossings were similar to the one proposed with Skiffes Creek Connector that were designed to accommodate wildlife crossings within the natural habitat and along scenic streams, traffic analyses with heavy truck traffic and reports that helped determine the safest and most efficient geometric layouts of both interchanges and stream/wildlife crossings, and extensive MOT plans that minimized impacts on the environment, local communities, utilities, and vehicular traffic while maximizing safety for the construction staff. Implemented public outreach that included early/consistent communication with neighboring communities, businesses, professional trucking companies, on-going and planned developments and adjacent projects.

*Project Relevancy:* Design-Build with Corman and Schnabel, new roadway, stream crossing, heavy truck traffic, utility crossing, archeological/historical sites, wildlife crossing, survey, structure and bridge, environmental, geotechnical, hydraulics, traffic control devices, transportation management plan, right-of-way, utilities, public involvement/relations, QA/QC, construction engineering and inspection, project management

**DESIGN-BUILD MILITARY HIGHWAY CONTINUOUS FLOW INTERSECTION (CFI), NORFOLK, VA - \$61.9 MILLION- VIRGINIA DEPT. OF TRANSPORTATION**

Name of Firm: Parsons

Project Role: Design Manager

Start Date: September 2015

End Date: January 2019

*Specific Responsibilities:* As **Design Manager**, Josh worked closely with Corman, lead Design-Builder JV partner, and Hampton Roads District Staff. He was responsible for the design, coordinated the individual design disciplines and ensured project design was in conformance with the contract documents. He established/oversaw the QA/QC program for all pertinent disciplines involved in the design, including, review, working plans, shop drawings, preparing responses to Corman JV internal RFIs, specifications, and constructability. Josh was involved during construction to ensure field changes/modifications met the intent of the approved design(s), and that revisions were documented in As-Built plans including development of a Notice of Design Change (NDC) tracking system that immediately informed construction staff of any potential plan changes and which sheets/elements were affected. This reduced potential rework and alleviated schedule impacts from approved design changes.

This Hampton Roads District project widens Military Highway for 1.58 miles from a four-lane roadway to an eight-lane divided roadway with a new Continuous Flow Intersection (CFI) at the Northampton Blvd. intersection which reduces congestion and enhances safety for motorists, cyclists, and pedestrians. Evaluated the high pedestrian traffic to access the transit stops along the corridor and extensive shared-use paths. Major elements were protecting/relocating/undergrounding utilities (gas, electric and telecom) and ROW acquisitions along the entire project. There was maintenance of traffic including a high percentage of trucks, stream crossing of Broad Creek with wick drains to pre-consolidate adjacent soft soils, and accommodated widening the railroad crossing, which involved coordinating with multiple railroads (owners and leasers) to ensure requirements, reviews and design standards were met, minimize impacts to operations, and ensured user and project team safety. ***This project team included many of the same design leads and Corman staff proposed on this new project: Josh Wade, PE, DBIA, Design Manager, Greg Anderson, PE, Design QC Manager, and Ed Drahos, PE, Lead Geotechnical Engineer.***

*Project Relevancy:* VDOT Design-Build with Corman and Schnabel, in the Hampton Roads District, roadway & interstate ramp construction, stream crossing, railroad crossing/coordination, heavy truck traffic, utility crossing, emergency evacuation considerations, survey, bridge, environmental including permits, geotechnical, hydraulics, traffic control devices, transportation management plan, right-of-way, utilities, public involvement/relations, stakeholder coordination, QA/QC, construction engineering and inspection, project management

\* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. N/A

## ATTACHMENT 3.3.1

### KEY PERSONNEL RESUME FORM

<b>Brief Resume of Key Personnel anticipated for the Project.</b>
<b>a. Name &amp; Title: John “Jake” Leffler, EIT, Construction Manager</b>
<b>b. Project Assignment: Construction Manager</b>
<b>c. Name of all Firms with which you are employed at the time of submitting SOQ. In addition, please denote the type of employment (Full Time/Part Time) : Corman – Full Time</b>
<b>d. Employment History: With this Firm <u>10</u> Years With Other Firms <u>5</u> Years</b> Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below): <b>Corman Kokosing Construction Company</b> <i>Start Date: 2009                      End Date: Present                      Positions: Project Engineer/Sr. Project Engineer/Project Manager</i> Jake came to Corman initially as a project engineer where he was construction manager and project manager on utility projects. In 2012 he was promoted to sr. project engineer and then to project manager in 2017 where he was assigned on VDOT design-build projects as a construction manager, quality control manager, and construction quality control manager. Jake manages field operations, construction and project teams with an emphasis in quality control and coordinating subcontractors and materials for on time and on budget project completion. <b>Manhattan Construction Company</b> <i>Start Date: 2005                      End Date: 2009                      Position: Project Engineer</i> Jake coordinated materials, labor, schedules, and methods to optimize construction and worked with subcontractors, clients, and architects to resolve issues timely and cost-effectively. He prepared/reviewed/processed RFIs/submittals, submitted client billings, reviewed subcontractor payment applications, reviewed drawings for constructability/resolved conflicts, performed QC inspections and oversaw punch list operations. <b>Mactec Engineering, Inc.</b> <i>Start Date: 2004                      End Date: 2005                      Position: Engineering Technician   Intern</i> Jake performed onsite preconstruction geotechnical exploration, prepared proposals/technical reports, coordinated subcontractors/utilities, and oversaw project analyses.
<b>e. Education: Name &amp; Location of Institution(s)/Degree(s)/Year/Specialization:</b> <i>University of Virginia   BS   2005   Major: Civil Engineering</i>
<b>f. Active Registration: Year First Registered/Discipline/VA Registration #:</b> <i>VDOT Erosion &amp; Sediment Control Contractor Certification #1-05007 VA DEQ Responsible Land Disturber RLD12161</i>
<b>g. Document the extent and depth of your experience and qualifications relevant to the Project.</b> <ol style="list-style-type: none"><li>1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i></li><li>2. <i>Note whether experience is with current firm or with other firm.</i></li><li>3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i></li></ol> <b>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</b>
<b>DESIGN-BUILD ROUTE 29 SOLUTIONS, RIO ROAD GRADE-SEPARATED INTERSECTION SEGMENT, ALBERMARLE COUNTY, VA, -\$46.3 MILLION-VIRGINIA DEPT. OF TRANSPORTATION</b> <i>Name of Firm: Corman Kokosing Construction Company                      Project Role: Construction Manager Start Date: January 2016                      End Date: July 2017</i> <b>Specific Responsibilities:</b> As a <b>Construction Manager</b> , Jake managed construction, from planning, sequencing, staffing, schedule, and cost. He held preparatory and preconstruction meetings, and coordinated daily with owner, QA/QC staff, and designers to resolve conflicts as they arose timely. Jake managed QC activities and ensured materials used and work performed met the contract/approved for construction plans/specifications. He led a team of engineers to manage material/equipment procurement, scheduled/coordinated subcontractors, and ensured the project was constructed safely, ahead of schedule, on budget, and per contract.  This project improves mobility, roadway operation and safety by reducing congestion and consisted of constructing a grade-separated intersection at Route 29 and Route 631 (Rio Road) that carries Route 29 through traffic beneath Rio Road via a modified Single Point Urban Interchange (SPUI). It provides thru traffic on Route 29 major cross traffic with substantial turning movements in the center of a major commercial shopping district. Closed the Rio Road crossover for 103 days to finalize construction of the new modified SPUI, bridge/retaining walls across Route 29, and thru lanes. Relocated Route 29 thru traffic to the outer lanes and temporary pavement while crews worked around the clock under

an aggressive schedule in the median area to remove 30 inches of asphalt and excavated 60,000 CY of dirt while setting 47 concrete beams for the bridge deck. Installed a drainage system underneath the bridge compacting gravel as the base layer for the paved through lanes, electrical conduits running through the concrete bridge deck and along the retaining walls, and constructed sidewalks/pedestrian crossings. **The bridge and thru lanes were substantially completed in 57 days and reopened the intersection 46 days ahead of schedule.**

**Project Relevancy:** *VDOT Design Build, new roadway, stream crossing, heavy truck traffic, utility crossing, survey, structure and bridge, environmental including permitting, geotechnical, hydraulics, traffic control devices, transportation management plan, right-of-way, utilities, public involvement/relations, coordination with stakeholders & adjacent projects, QA/QC, construction engineering and inspection, project management*

**DESIGN-BUILD I-64 TO ROUTE 623 WIDENING & IMPROVEMENTS, SHORT PUMP, VA – \$34.7 MILLION- VIRGINIA DEPT. OF TRANSPORTATION**

*Name of Firm:* Corman Kokosing Construction Company

*Project Role:* Construction Manager/Deputy Construction Manager

*Start Date:* May 2014

*End Date:* December 2015

**Specific Responsibilities:** Jake was involved from start up to close out. As a **Construction Manager**, he oversaw the QC team to ensure work was per VDOT’s Minimum Requirements for QA/QC on design-build and P3 Projects. Jake managed QC activities and ensured materials used/work performed met the contract/approved for construction plans/specifications. He provided QC inspection/testing and assessed construction processes relative to standards/specifications. Jake maintained QA/QC inspections/testing of materials documentation in the project records. He managed scheduling inspection/testing, held weekly QC meetings, coordinated preparatory meetings with the Quality Assurance Manager (QAM), and maintained QC records to submit to the QAM monthly. As **Deputy Construction Manager**, Jake managed the project team, equipment/material procurement, work plans, budgets, and resources, coordinated subcontractors, monitored schedules, led progress meetings, minimized exposures/risks, mitigated issues, reviewed/approved deliverables, RFIs, and change orders, administered subcontractor contracts, oversaw budget, safety, and quality compliance, and ensured project was completed per contract. He coordinated issue resolutions, managed submittal procedures and material procurement, was a secondary contact for operations/procedures, and participated in design development and reviews.

This project widened 4.5 miles of I-64 with heavy residential/commercial traffic from a four to a six-lane divided highway, reduced congestion and improved Level of Service of the Route 623 Interchange, provided additional turn lanes which reduced congestion/travel time, upgraded pier protection at overpasses to increase driver safety and collision protection to bridge substructure, improved access for residents, and provided faster commutes to Richmond as the additional lane accommodated higher traffic volume along I-64. Twin replacement bridges were designed for I-64 over Little Tuckahoe Creek. The new 130-ft. simple span pre-stressed concrete girder bridges used pre-stressed concrete Bulb T girders and a deck slab extension which provided VDOT with new, low maintenance structures accompanied by a 75-year design life at a lower cost than the original rehabilitation option.

**Project Relevancy:** *VDOT Design Build, new Interstate roadway widening, interchange improvements, heavy truck traffic, survey, structure and bridge, environmental, geotechnical, hydraulics, traffic control devices, transportation management plan, right-of-way, public involvement/relations, QA/QC, construction engineering and inspection, project management*

**DESIGN-BUILD I-64 WIDENING EXITS 200-205, HENRICO & NEW KENT COUNTIES, VA – \$43.3 MILLION- VIRGINIA DEPT. OF TRANSPORTATION**

*Name of Firm:* Corman Kokosing Construction Company

*Project Role:* Construction Manager

*Start Date:* August 2017

*End Date:* Present

**Specific Responsibilities:** As **Construction Manager**, Jake supervises field operations, ensures construction is per drawings, maintains as-built documents, conducts pre-construction staff meetings establishing goals and responsibilities, evaluates safety exposures/risks, participates in developing the project-specific safety program, work plans, and Job Hazard Analyses, reviews scope to identify any specialized safety training needs, reviews Toolbox Talks, Take Fives, Morning Huddles, and Site Inspections weekly, conducts weekly safety inspections with the project manager and project engineer, submits weekly Safety Inspection Reports, coordinates labor, equipment, and subcontractors, schedules, and oversees QC compliance and project close out. This project widens five miles of I-64 from four to six lanes adding one lane east and westbound between I-295 and Bottom’s Bridge exit, including twin bridges over Chickahominy River widened in the median and rehabilitated with new decks, and provides significant safety and operation improvements to the corridor which has level of service issues, particularly in the summer.

**Project Relevancy:** *VDOT Design-Build with NXL; interstate roadway; survey; bridge & retaining walls; environmental permitting; geotechnical; erosion & sediment controls; hydraulics & stormwater management; landscaping; roadway lighting; traffic control devices; transportation management plan; right-of-way; utility relocations; stakeholder coordination; public involvement/relations; QA/QC; as-built drawings; overall project management; heavy truck traffic*

\* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

*Assignment:* Design-Build I-64 Widening Exits 200-205, Henrico & New Kent Counties, VA | *Role:* Construction Manager | *Anticipated Duration:* August 2017 - August 2019

**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: Design-Build Intercounty Connector Contract A (ICC A)  Location: Montgomery County, MD	Name: Parsons Transportation Group Inc.	Name of Client/Owner: MDOT SHA Phone: 410-545-0300 Project Manager: Rob Shreeve (Now with AECOM) Phone: 410-785-7220 Email: robert.shreeve@aecom.com	08/2010	02/2011 (Owner-directed change orders)	\$463,885	\$483,409 (Owner-directed change orders and incentive payments)	\$483,409

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. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form. If the Offeror chooses to submit work performed as a Joint Venture or Partnership, identify how the Joint Venture or Partnership was structured and provide a description of the portion of the work performed only by the Offeror's firm.

**PROJECT OVERVIEW:** Corman was a Prime Design-Builder joint venture partner (Intercounty Connectors JV) responsible for design/construction. JV operated as an individual unit with team member employees working together. ICC A consisted of 7.2 miles controlled-access tri-lane divided highway beginning at I-270/I-370 Interchange in Rockville to the MD 97 Interchange in Olney including 18 steel girder/precast concrete girder bridges and four bridge widenings on I-370 highlighted by a deck-over structure, *Signature Arch Bridge* spanning Rock Creek, *Gateway Bridge* at the MD 97 Interchange and a bridge widening over the Main Line CSXT between Washington, DC and Frederick, MD where bridge and bridge foundation construction was within the railroad ROW.



*I-370 Bridge over CSXT Railroad*

**ENVIRONMENTAL COMPLIANCE, SAFETY, QUALITY, AND WORKMANSHIP:** **Environmental Compliance:** Environmental sensitivity of this project was unprecedented nationwide and in Maryland at the time as it traversed through Rock Creek Regional Park, protected wetlands/watersheds, specimen forests, streams and cultural and socio-economic resources where the project team, including Corman/Parsons protected them. The FEIS mandated unprecedented environmental designs and erosion & sediment control as set forth in the Commitment Tracking Database. An environmental team educated, assisted, and monitored progress. Developed environmental strategies to reduce impacts, which were incorporated into management plans, and included water quality monitoring, thermal reductions to stormwater runoff, reforestation, air quality management, construction noise mitigation, review of design/construction for regulatory compliance and employee training. Over 35 acres of forest, 1,000 LF of stream, five acres of parkland were saved and restored a great deal of stream channel and wetlands. Completed with a 92% A rating for environmental compliance and averaged A ratings for E&S control.

**Safety:** Three-phase interior/exterior substructure and superstructure widening of a steel girder bridge on I-370 was constructed over a CSXT rail. With significant truck volume, traffic was safely shifted for the bridge to remain open during construction and constructed an access road along the railroad to access bridge construction. Coordinated work with CSXT flagmen, along with design submissions for review/approval from CSXT and their consultant. Maintained traffic with temporary traffic barriers, VMS signs and arrow boards. Temporary roads/walkways were detoured for pedestrian/vehicle traffic access through the construction area.

**Quality:** Widened/constructed a new I-370 interchange to a metro station to replace the partial interchange. Designed/constructed high headwalls on major culverts to minimize stream impacts and used telemetry sensors in streams to monitor/protect water 24/7. For the bridges, aesthetics including using form-liner for the abutments and piers, detailed parapet design, and non-vertical cheek wall finish. Took special precaution to minimize environmental impacts, including designing a deck-over structure, where the ICC crosses under Olde Mill Run. Lowered the ICC below existing grade, making the highway less visible and intrusive in the surrounding community.

**Workmanship:** Bridges were adorned with architectural aesthetics to compliment adjacent communities, six textural and color form liner finishes for bridges, retaining walls, noise barriers and culverts intended for pedestrians. For the bridge carrying the ICC over Rock Creek, crafted a self-supporting form system to build the four 170-ft. arches, containing 225 CY of concrete, designed to prominently display the cornerstone bridge. Designed sign structures, lighting standards, and toll gantries with a common architectural focus, providing a visual theme that set the roadway apart from other local major highways.

**IMPLEMENTING/MAINTAINING AN EFFECTIVE QA/QC PLAN DURING DESIGN AND CONSTRUCTION:** A dedicated Quality Control team was assigned to QA/QC duties. During design/construction, the project team, including Corman and Parsons implemented ideas including special roadway embankment provisions, using self-consolidating concrete in more than 329 concrete beams, CMP pipe, caisson-supported bridges, and large diameter bottomless culverts. Owner analyzed the QC program, compared it with other independent programs across the corridor, and promoted the QC Vendor Surveillance program as a success. Overall, *the QA Oversight assessments gave the program a 93% success rating.*

**INNOVATIVE DESIGN SOLUTIONS AND CONSTRUCTION TECHNIQUES THAT REDUCE FUTURE MAINTENANCE:** The project team including Corman and Parsons led innovative efforts and elevated industry standards including implementing an ATC reconfiguring interchange from 3-level to 2-level reducing MOT impacts and *saving owner millions of dollars long-term* and pioneering use of citosan flocculant system to manage stormwater management runoff. Aesthetic design goals included creating a sense of ownership with the surrounding communities and adding lasting value to those communities, environment and resources. On a functional level, the project protected/enhanced natural/cultural resources, matched aesthetics with land uses, and provided the owner with a low maintenance design.

**MINIMIZING UTILITY IMPACTS:** Coordinated with over 10 utility companies to complete 106 relocations, which included water, sewer, power/electrical, cable lines, and fiber optic (underground/overhead), and coordinated/relocated critical transmission lines for Columbia and Williams Gas. Worked outside normal timeframes, especially when doing tie-ins. The sewer work at two major stream crossings with impending stream closure deadlines necessitated working 24/7 with adverse ground conditions. Many relocations involved elaborate, complex and extensive piping design, coordination, and construction. Some complexities included working around stringent MOT time limits for lane closures and coordinating with many utility owners in highly-congested areas.

**DEMONSTRATED SUCCESSFUL PROJECT DELIVERY:** Project was completed on schedule and on budget and finished with a 92% "A" rating for environmental compliance. Averaged "A" Ratings for erosion & sediment control.

**Awards:** 2012 AGC of America Alliant Build America Award –Design-Build Highway & Transportation, 2011 FHWA Award for Exceptional Environmental Stewardship, 2011 ENR (NE Division) Best Project –Transportation, 2010 EFCA Safety Award

**SCOPE SIMILARITIES:**

- Design-Build
- ATCs
- Roadway
- Survey
- Structure and Bridge
- Extensive Environmental Permitting and Protections
- Geotechnical
- Hydraulics
- Traffic Control Devices
- Transportation Management Plan
- Right-of-Way
- Utilities
- Public Involvement/Relations
- Quality Assurance | Quality Control
- Railroad (CSXT Coordination)
- Construction Engineering and Inspection
- Overall Project Management
- New Alignment/Intersections
- Tie-ins to Existing Roadways and Intersections


**TEAM MEMBERS:**

- Corman – Prime Design-Builder JV Partner
- Parsons – Lead Designer
- Schnabel Engineering – Geotechnical
- Josh Wade – Design Manager
- Greg Anderson – Design Quality Manager

**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: Design-Build Military Highway Continuous Flow Intersection  Location: Norfolk, VA	Name: Parsons Transportation Group Inc.	Name of Client/Owner: VDOT Phone: 757.494.5472 Project Manager: Robert "Bud" Morgan Phone: 757.494.5472 Email: Robert.Morgan@VDOT.Virginia.gov	05/2018	01/2019 (Owner-directed change order due to unavailability of ROW when needed)	\$59,833	\$61,998 (Owner directed change order due to unavailability of ROW when needed)	\$61,998
<p>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. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form. If the Offeror chooses to submit work performed as a Joint Venture or Partnership, identify how the Joint Venture or Partnership was structured and provide a description of the portion of the work performed only by the Offeror's firm.</p>							
<p><b>PROJECT OVERVIEW:</b> Corman-E.V. Williams, a Joint Venture project where Corman was the lead JV partner as the Prime Design-Builder responsible for design/construction. JV operated as an individual unit with team member employees working together. Project widened 1.58 miles of Military Highway (US Route 13 and State Route 165) from a four-lane roadway to an eight-lane divided roadway, through a heavily-traveled commercial district, reconstructed side streets, transformed a traditional intersection into a <i>Continuous Flow Intersection</i> (CFI), and added new interconnected signals. Reconstructed Bay Cost Railroad track crossing and installed temporary highway crossing of the railroad during a weekend closure. Constructed a new box culvert on Broad Creek in a confined work area while keeping flow through the existing culvert. Evaluated the high pedestrian traffic to access the transit stops along the corridor and extensive shared-use paths.</p> <p><b>ENVIRONMENTAL COMPLIANCE, SAFETY, QUALITY, AND WORKMANSHIP: Environmental Compliance:</b> Efforts included Dept. of Environmental Quality (DEQ) certifications, coordination and site inspections, threatened species coordination, and wetland impact permits (Section 404). Parsons performed regular site reviews to ensure that DEQ and COE inspections had no major findings.</p> <p><b>Safety:</b> The CFI moves drivers into dedicated left turn lanes several hundred feet before the main intersection. Once in the left turning lane, they can go through the intersection at the same time as the vehicles going straight without any conflict at the main intersection. This reduced congestion and enhances safety for motorists, cyclists, and pedestrians. A railroad traffic shift improved safety during railroad crossing replacement.</p> <p>Multi-phase MOT maintained thru traffic, including a high percentage of trucks and temporarily relocated bus stop shelters multiple times throughout the four-phase reconstruction to construct the curbs/sidewalk without impacting pedestrians and transit access. Minimized travel delays, impacts to pedestrian/local and national businesses along the corridor, communicated lane closures, and respected the residential/business pedestrian needs by providing safe access along the corridor at all times. During railroad crossing upgrades, Military Highway reopened to two lanes in each direction after the temporary lane reduction with two lanes remaining open during peak hours throughout construction.</p>		 <p align="center"><i>Aerial View of Railroad Track</i></p>	<p><b>Quality/Workmanship:</b> Military Highway is now an eight-lane divided road from Lowery Road to Broad Creek and a six-lane divided road from Broad Creek to Robin Hood Road with a CFI, the first of its kind in Virginia. Northampton Blvd. and East Princess Anne Road is widened to a six-lane divided road.</p> <p><b>IMPLEMENTING/MAINTAINING AN EFFECTIVE QA/QC PLAN DURING DESIGN AND CONSTRUCTION:</b> There were stringent QA/QC procedures that were integral to the project quality plan. Design phase included QA/QC reviews. During construction, the QA team conducted independent and concurrent tests and analysis of the work from the construction QC team. Part of this plan included an audit of each package that resulted in a certification that was submitted with each package to VDOT. On several occasions, the district staff commended the quality of the deliverables.</p> <p><b>INNOVATIVE DESIGN SOLUTIONS AND CONSTRUCTION TECHNIQUES THAT REDUCE FUTURE MAINTENANCE:</b></p> <ul style="list-style-type: none"> <li>• Underpass of I-64 widened by adding lanes without lengthening the structure.</li> <li>• Correction of the clearance under the I-64 bridge by lowering the roadway profile.</li> <li>• Ground improvements as creek crossing included wick drains.</li> </ul> <p><b>DEMONSTRATED SUCCESSFUL PROJECT DELIVERY:</b> More than 62 right-of-way acquisitions or easements were planned for and managed by the design-build team, with 9 full acquisitions done by VDOT. Of the 62 potential impacts, fewer than 40 were eventually needed through the improved designs and construction-sequencing planning. This reduction of ROW impacts reduced project risk and costs to VDOT and the Commonwealth.</p> <p>There were extensive utility undergrounding (all utilities on poles including Dominion Power, L3 Communications, Cox Communications, and Verizon), and relocated/protected water lines and new drainage systems including stormwater management ponds. Two gas lines were significant challenges, with small windows for relocations. These lines were managed with minimal impact to the project. In addition, one of the primary water mains, which serviced a significant portion of the city, was found to be at a shallow depth was over 60 years old and consisted of a fragile material. A protection system was developed to avoid any potential impact and service outing for the residents.</p> <p><b>Award:</b> 2019 APWA Mid-Atlantic Chapter's Project of the Year –Transportation \$25-\$75 Million</p>		<p><b>SCOPE SIMILARITIES</b></p> <ul style="list-style-type: none"> <li>• Design-Build</li> <li>• Roadway</li> <li>• Survey</li> <li>• Stream Crossing</li> <li>• Environmental</li> <li>• Geotechnical</li> <li>• Hydraulics</li> <li>• Traffic Control Devices</li> <li>• Railroad Coordination   Design Reviews</li> <li>• Transportation Management Plan</li> <li>• Right-of-Way</li> <li>• Utilities</li> <li>• Bus Stop Shelters</li> <li>• Public Involvement/Relations</li> <li>• Quality Assurance   Quality Control</li> <li>• Construction Engineering and Inspection</li> <li>• Overall Project Management</li> </ul> <p>As well as: Dominion Power and evacuation in the same district.</p> <p><b>TEAM MEMBERS:</b></p> <ul style="list-style-type: none"> <li>• Corman -Prime Design-Builder Lead Partner</li> <li>• Parsons -Lead Designer</li> <li>• Chris Clark -Design-Build Project Manager   Construction Manager</li> <li>• Joshua Wade -Design Manager</li> <li>• Greg Anderson -Design QC Manager</li> <li>• Ed Drahos -Lead Geotechnical Engineer</li> <li>• Curtis Hickman -Environmental   Permitting</li> </ul>		

**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: Design-Build I-70, Phase 2D  Location: Frederick, MD	Name: AECOM	Name of Client/Owner: MDOT SHA Phone: 410-545-0300 Project Manager: Ross Clingan, Project Engineer Phone: 301-624-8204 Email: Rclingan@sha.state.md.us	07/2013	08/2014 (Owner-requested change orders to accommodate emergency responses to sinkholes)	\$35,443	\$37,549 (Owner-requested change orders to accommodate emergency responses to sinkholes)	\$37,549

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. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form. If the Offeror chooses to submit work performed as a Joint Venture or Partnership, identify how the Joint Venture or Partnership was structured and provide a description of the portion of the work performed only by the Offeror's firm.

<p><b>PROJECT OVERVIEW:</b> As the Prime Design-Builder, Corman was responsible for design/construction of this entire project. I-70 is a major east-west highway connecting Baltimore to western Maryland through Frederick where 80,000 vehicles use this stretch daily. Designed/constructed/widened a two-mile section of dual-divided I-70. Interstate was widened one lane in each direction to eliminate traffic backups from merging lanes and accommodate a growing number of trucks. Reconfigured on-and-off ramps as dedicated lanes to maintain flow from exiting/merging traffic. Work involved complex horizontal/vertical geometry and phased construction of the roadway, ramps, bridge, and cross culverts. Replaced two four lane multi-span bridges with concrete substructure bridges with steel girders on I-70 over CSX and MTA MARC lines and South Street, an access road along the tracks, and reconstructed two new CSXT/MARC commuter railroad crossings.</p> <p><b>ENVIRONMENTAL COMPLIANCE, SAFETY, QUALITY, AND WORKMANSHIP:</b> <b>Environmental Compliance:</b> Obtained Maryland Dept. of the Environment (MDE) permits for erosion &amp; sediment control and regularly reviewed with MDE's and our independent environmental compliance firm. An independent Certified MDE Reviewer oversaw submissions prior to sending to MDE to expedite permitting and an Environmental Compliance Manager oversaw compliance.</p> <p><b>Safety   Quality:</b> Eliminated merging traffic on the interstate with the new dedicated through-lane and the auxiliary lane in each direction, and improved safety, congestion, and traffic flow between MD 144 and the MD85/East Street interchanges. Maintained two traffic lanes in each direction during construction. With crews of 40 to 50 during its peak, outer lanes were widened first, then the interstate median was reconstructed to accommodate the additional lanes. Under MDOT SHA's SafeZones Program, work zone speed cameras were installed along I-70 to enforce speed limits. Raised the vertical profile(s) of mainline I-70 and ramps to meet current interstate design criteria.</p> <p><b>Workmanship:</b> Support of excavation at the approaches (abutments/piers) for the phased construction was accomplished with wire/geotextile MSE walls. Bridges consisted of conventional structural steel, concrete deck, H-pile foundations with rock sockets and decorative arch piers.</p>	 <p align="center"><i>Construction near CSX and MTA MARC lines</i></p> <p><b>IMPLEMENTING/MAINTAINING AN EFFECTIVE QA/QC PLAN DURING DESIGN AND CONSTRUCTION:</b> QA addressed quality program planning and matched the complexity of design tasks to a qualified staff member. The QC program checked products at the start of the project and increased rapidly to higher levels as work effort increased. Developed and refined our QA/QC Program to carry out work in a planned, controlled, and precise manner. Plans were developed for major work categories and presented during preplanning meetings prior to starting new work. Procedures included scheduling/assigning work tasks, recording/retaining documents, ensuring work was performed per best practices, contractual agreements, and owner directions, periodic work in progress reviews identified/resolved any quality deficiencies, and verifying compliance with QA Program. A design quality manager worked with the design manager to ensure QC procedures were followed. A Quality Management System controlled documents and kept our operation and project performance in line with best practices.</p> <p><b>INNOVATIVE DESIGN SOLUTIONS   CONSTRUCTION TECHNIQUES THAT REDUCE FUTURE MAINTENANCE:</b> Since Frederick is known for its karst formations that often result in sinkholes, it was soon discovered the project was marked with 10-15 of them. Mitigation plans were put in place which varied by type/size to eliminate any future sinkholes and choke them off. Due to the karst topography, the project included lining ditches, ponds, and geogrid later of all roadway sections.</p> <p>Extensive geotechnical exploration was requested for the piers. Modified the owner preliminary bridge design from driven piles to drilled foundations, including 24-in rock sockets.</p> <p>Third-party coordination with the owner included utility relocations to reduce impacts to water, gas, sewer, rail electric, and communication utilities, two MTA/CSX railroad track crossings (bridge and at-grade) involving automatic crossing protection systems with crossing arms and signals, an MTA flagger, coordination of design/construction with FAA/adjacent airport, and MOT with local community/commuters. Acquired a railroad permit for work within the MARC Rail ROW and zone of influence. Since Corman drove foundation piles adjacent to the railroad right-of-way, the railroad was surveyed and monitored for movement before and after each activity.</p> <p><b>DEMONSTRATED SUCCESSFUL PROJECT DELIVERY:</b> This project had an overall environmental compliance score of 94% and maintained "A" ratings in environmental, MOT, contractor performance, and SHA QA E&amp;S inspections.</p> <p><b>Award:</b> 2013 Maryland Chapter American Concrete Institute (ACI) Concrete Award – Honorable Mention</p>	<p><b>SCOPE SIMILARITIES:</b></p> <ul style="list-style-type: none"> <li>• Design-Build</li> <li>• Roadway</li> <li>• Survey</li> <li>• Structure and Bridge</li> <li>• Environmental</li> <li>• Geotechnical</li> <li>• Stormwater Management Structures and Drainage</li> <li>• Traffic Control Devices</li> <li>• Transportation Management Plan</li> <li>• Utilities</li> <li>• Right-of-Way</li> <li>• Public Involvement/Relations</li> <li>• Railroad Coordination</li> <li>• Overall Project Management</li> </ul> <p><b>TEAM MEMBERS:</b> Chris Clark - Project Manager   Project Engineer.</p>
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**ATTACHMENT 3.4.1(b)**

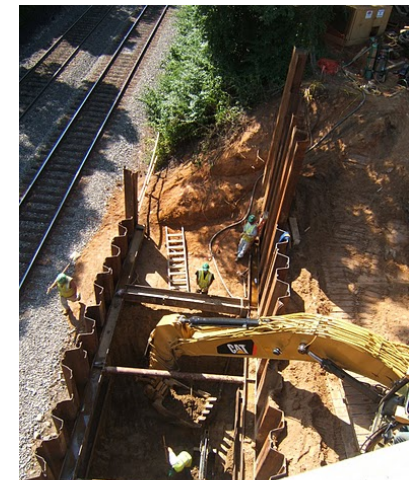
**LEAD DESIGNER - WORK HISTORY FORM**

**(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 Start Date	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: Design-Build Intercounty Connector (ICC MD 200) I-270/I-370 to MD 97 Contract A (ICC A)  Location: Montgomery County, MD	Name: Intercounty Constructors (Granite/Corman/Wagman, Joint Venture)	Name of Client: MDOT SHA Phone: 410-545-0300 Project Manager: Mark Coblentz Phone: 240-608-7746 Email: mark.coblentz@alphacorporation.com	09/2007	02/2011 (Actual) (Due to Owner-directed change orders and time extensions)	\$463,885	\$483,409 (Due to Owner-directed change orders and incentive payments)	\$44,200 (Total design fee for project)  \$14,144 (For Parsons as Lead Designer)

**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. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form.**

**PROJECT OVERVIEW:** ICC A was the first of five contracts that connected the I-270 corridor in Montgomery County, MD to the I-95/U.S. 1 corridor in Prince George's County, MD. Parsons was the lead designer and Corman was an equity member of a fully-integrated construction joint venture (Intercounty Constructors). Project involved 7.2 miles controlled-access tri-lane divided highway beginning at I-270/I-370 Interchange in Rockville to the MD 97 Interchange in Olney including 18 steel girder/precast concrete girder bridges and four bridge widenings on I-370 highlighted by a deck-over structure, a *Signature Arch Bridge* spanning Rock Creek, *Gateway Bridge* at the MD 97 Interchange, and a bridge widening over the Main Line CSXT between Washington, DC and Frederick, MD where bridge and bridge foundation construction was within the railroad ROW. The interface of I-370 and the new ICC required us to widen to the median and reconstruct four additional structures to accommodate new ramps for the new interchange to the WMATA station in Rockville. There were time-of-year restrictions on construction activities due to streams with wildlife usage and local community needs.



*Bridge ramp over CSXT footing excavation behind support of excavation*

Parsons was responsible for the design including scheduling, alternative analyses, final design, design quality, interdisciplinary, safety, environmental and constructability reviews. This project was performed on an accelerated schedule. Parsons performed the design work for the overall design including mainline, ramps, cross roads pavement, utility relocations, bridges, retaining and noise walls, earth berms, drainage facilities, landscaping, signing, signals, lighting, pavement markings, tolling infrastructure, MOT, intelligent transportation devices, public relations support, and environmental compliance.

**ENVIRONMENTAL COMPLIANCE, SAFETY, QUALITY, AND WORKMANSHIP: Environmental Compliance:** Protected wetlands/watersheds, specimen forests, streams and cultural/socio-economic resources. Parsons developed a Commitment Tracking Database that incorporated environmental/public commitments and was used to review each design package for compliance during interdisciplinary reviews, including safety/constructability reviews ensuring packages were environmental friendly, safe (for travelling public/construction staff), and of the highest quality.

**Safety:** With significant volume, including trucks, along I-270, all work was exposed to high speed, high volume traffic. It was imperative to provide well-planned traffic operations to inform the traveling public and minimize impacts. Along the I-370 corridor, much of the work included multi-stage operations with direct access to the Shady Grove Metro Station and facility. The need to traverse through high-profile neighborhoods and communities where pedestrian and child safety, noise impact, and dust control were highly-sensitive issues, but were handled efficiently through an open/transparent communication effort.

**Quality:** To avoid and minimize impacts to forest, wetlands, and waterways, over 35 acres of forest, 1,000 LF of stream, five acres of parkland were saved and restored a great deal of stream channel and wetlands. An 8-ft. high right-of-way fence protected the deer with smaller opening fences at the base to keep smaller animals out. Tree protection details were designed to further maximize the number of saved trees along the corridor.

**Workmanship:** Bridges were adorned with architectural aesthetics to compliment adjacent communities and six textural/color form liner finishes for bridges, retaining walls, noise barriers and culverts intended for pedestrians. For the bridge carrying the ICC over Rock Creek, the project team crafted a self-supporting form system to build the four 170-ft. arches, containing 225 CY of concrete, designed to prominently display the cornerstone bridge. Sign structures, lighting standards, and toll gantries were designed with a common architectural focus, providing a visual theme that set the roadway apart from other local major highways. Project also included extensive reforestation, wildlife habitat protections, wildlife crossings of the facility, water quality monitoring, thermal reductions to stormwater runoff, and comprehensive employee training on environmental stewardship.

**IMPLEMENTING/MAINTAINING AN EFFECTIVE QA/QC PLAN DURING DESIGN AND CONSTRUCTION:** During design/construction, the project team, including Corman/Parsons, implemented ideas including special roadway embankment provisions, using self-consolidating concrete in more than 329 concrete beams, CMP pipe, caisson-supported bridges, and large-diameter bottomless culverts. Owner analyzed the QC program, compared it with other independent programs across the corridor, and promoted the QC Vendor Surveillance program as a success. Overall, *the QA Oversight assessments gave the program a 93% success rating.*

**INNOVATIVE DESIGN SOLUTIONS AND CONSTRUCTION TECHNIQUES THAT REDUCE FUTURE MAINTENANCE:** Parsons redesigned a three-level interchange into a two-level trumpet interchange *reducing bid cost and right of way/long-term maintenance costs for the owner.* A Transportation Management Plan was developed that included all phases of construction and project completion. Incorporated Context Sensitive Solutions to ensure compliance with the owner commitments.

There was environmental design oversight for each of the 13 stream crossings on over 7.5 miles to mitigate/minimize impacts within the ROW. Parsons' efforts to minimize impacts were extensive from the redesign of the major interchange that reduced ROW impacts and long-term maintenance to tree protections and redundant SWM systems.

**MINIMIZING UTILITY IMPACTS:** Coordinated with over 10 utility companies to complete major utility relocations at 106 locations, including water, sewer, power/electrical, cable lines, and fiber optic, both underground/overhead, and coordinated/relocated critical transmission lines for Columbia and Williams Gas. Worked outside normal timeframes, especially when doing tie-ins. The sewer work at two major stream crossings with impending stream closure deadlines necessitated working 24/7 with adverse ground conditions. Many relocations involved elaborate, complex and extensive piping design, coordination, and construction. Some complexities included working around stringent MOT time limits for lane closures and coordinating with many utility owners in highly-congested areas.

**DEMONSTRATED SUCCESSFUL PROJECT DELIVERY:** Project was completed on schedule, on budget, and finished with a 92% A rating for environmental compliance. Averaged A ratings for erosion & sediment control.

**Awards:** 2012 AGC of America Alliant Build America Award –Design-Build Highway & Transportation, 2011 FHWA Award for Exceptional Environmental Stewardship, 2011 ENR (NE Division) Best Project –Transportation, 2010 EFCO Safety Award

**SCOPE SIMILARITIES:**

- Design-Build
- ATCs
- Roadway
- Survey
- Structure and Bridge
- Extensive Environmental Permitting and Protections
- Geotechnical
- Hydraulics
- Traffic Control Devices
- Transportation Management Plan
- Right-of-Way
- Utilities
- Public Involvement/Relations
- Quality Assurance | Quality Control
- Railroad (CSXT Coordination)
- Construction Engineering and Inspection
- Overall Project Management
- New Alignment/Intersections
- Tie-ins to Existing Roadways and Intersections

**TEAM MEMBERS:**

- Corman – Prime Design-BUILDER JV Partner
- Parsons – Lead Designer
- Schnabel Engineering – Geotechnical
- Josh Wade – Design Manager
- Greg Anderson – Design Quality Manager

**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 Start Date	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: Design-Build Military Highway Continuous Flow Intersection  Location: Norfolk, VA	Name: Corman-EV Williams, a Joint Venture	Name of Client: VDOT Phone: 757.494.5472 Project Manager: Robert "Bud" Morgan Phone: 757.494.5472 Email: Robert.Morgan@VDOT.Virginia.gov	09/2015	01/2019 (Owner-directed change order due to unavailability of ROW when needed)	\$59,833	\$61,998 (Owner-directed change order due to unavailability of ROW when needed)	\$5,783

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. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form.

**PROJECT OVERVIEW:** Parsons local Virginia office was the Lead Designer for Virginia's first *Continuous Flow Intersection (CFI)*. The CFI combined the addition of new lanes, signals, and traffic management technology to increase capacity/reduce congestion. Parsons was responsible for all components of roadway design, 3D modeling, traffic analysis, drainage design, signing/lighting, the Traffic Management Plan, public-meeting support, and environmental permits. The project widened 1.58 miles of Military Highway (US Route 13 and State Route 165) from a four-lane roadway to an eight-lane divided roadway through a heavily-traveled commercial district, reconstructed side streets, earthwork, demolition, and removal of structures. Temporarily relocated and then reinstalled two bus stop shelters to widen the roadway and construct the curbs and sidewalk. A railroad traffic shift improved traffic safety during construction of a new railroad crossing, wetland mitigation, environmental permits, extensive dry- and wet-utility adjustment, undergrounding, and relocation throughout the corridor including Dominion facilities. Other specific elements of the project included multiple stormwater basins with some in contaminated soils and groundwater issues, endangered species minimization redesigns, evacuation considerations, and commercial business access maintenance and redesign.



*Aerial View of Lane Shift for Railroad Crossing Widening*

**ENVIRONMENTAL COMPLIANCE, SAFETY, QUALITY, AND WORKMANSHIP: Environmental Compliance:** Environmental efforts included Dept. of Environmental Quality (DEQ) certifications, coordination and site inspections, threatened species coordination (northern long-eared bat), and wetland impact permits (Section 404). The Parsons team also performed regular site reviews to ensure that DEQ and COE inspections had no major findings.

**Safety:** The design team did not have a single recordable incident. Safety reviews of each design package ensured that safety was an element woven throughout the project for the traveling public, adjacent resources, workers throughout design, construction, and the completed facility.

**Quality/Workmanship:** There were significant traffic analyses and signal design, including traffic monitoring requirements, intelligent transportation systems (ITS) improvements, maintenance of traffic (MOT) phase analyses, and modeled detours that reduced impacts to the corridor and adjacent roadways. Converting a standard four-leg intersection into a CFI in-place required significant MOT/construction phasing analyses and modeling to ensure a functioning corridor through all phases of construction.

- No long-term lane closures
- Development of traffic mitigation strategies to reduce impacts along Military Highway during construction and along adjacent roadways
- Detours modeled and used to improve construction schedule and reduce long-term impacts

**IMPLEMENTING/MAINTAINING AN EFFECTIVE QA/QC PLAN DURING DESIGN AND CONSTRUCTION:** Being one of the first engineering companies to receive ISO 2001 certification (and recertification), Parsons developed stringent quality assurance and quality control (QA/QC) procedures that were integral to the project quality plan led by Design Manager Josh Wade. During construction, the QA team conducted independent and concurrent tests and analysis of the work from the construction QC team. Part of this plan included an audit of each package that resulted in a certification that was submitted with each package to VDOT. On several occasions, the district staff commended the quality of Parsons' deliverables.

**INNOVATIVE DESIGN SOLUTIONS AND CONSTRUCTION TECHNIQUES THAT REDUCE FUTURE MAINTENANCE:** Parsons' extensive experience with alternative intersection and interchange configurations improved the original concept provided by VDOT. Parsons' modifications improved the safety, operations, and maintenance requirements of the facility by including significant pedestrian walkways, crosswalks, refuge areas, and sidewalks. Other design innovations included:

- Underpass of I-64 widened by adding lanes without lengthening the structure.
- Correction of the clearance under the I-64 bridge by lowering the roadway profile.
- Ground improvements at creek crossing included wick drains.

**DEMONSTRATED SUCCESSFUL PROJECT DELIVERY:** More than 62 right-of-way acquisitions or easements were planned for and managed by the design-build team, with 9 full acquisitions done by VDOT. Of the 62 potential impacts, fewer than 40 were eventually needed through the improved designs and construction-sequencing planning. This reduction of impacts reduced risk to the project and reduced costs to VDOT and the Commonwealth.

There were extensive utility undergrounding (all utilities on poles including Dominion Power, L3 Communications, Cox Communications, and Verizon), and relocated/protected water lines and new drainage systems including stormwater management (SWM) ponds. Two of the gas lines were significant challenges, with small windows for relocations. These lines were managed with minimal impact to the project. In addition, one of the primary water mains, which serviced a significant portion of the city, was found to be at a shallow depth and more than 60 years old, and consisted of a fragile material. A protection system was developed to avoid any potential impact and service outing for the residents.

**Award:** 2019 APWA Mid-Atlantic Chapter's Project of the Year –Transportation \$25-\$75 Million

**SCOPE SIMILARITIES**

- Design-Build
- In the Hampton Roads District
- Roadway
- Survey
- Stream crossing
- Environmental
- Geotechnical
- Hydraulics
- Traffic Control Devices
- Railroad Coordination | Design Reviews
- Transportation Management Plan
- Right-of-Way
- Utilities
- Bus Stop Shelters
- Public Involvement/Relations
- Quality Assurance and Quality Control
- Construction Engineering and Inspection;
- Overall Project Management

As well as: Dominion Power and evacuation in the same district.

**TEAM MEMBERS:**

- Corman -Prime Design-Builder Lead Partner
- Parsons -Lead Designer
- Chris Clark -Design-Build Project Manager | Construction Manager
- Joshua Wade -Design Manager
- Greg Anderson -Design QC Manager
- Ed Drahos -Lead Geotechnical Engineer
- Curtis Hickman -Environmental | Permitting

**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 Start Date	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: Design-Build Intercounty Connector Contract B (ICC-B)  Location: Montgomery County, MD	Name: MD200 Constructors, a Joint Venture (Kiewit, Corman and GA&FC Wagman)	Name of Client: MDOT SHA Phone: 410-545-0300 Project Manager: Mark Coblentz Phone: 240-608-7746 Email: mark.coblentz@alphacorporation.com	09/2008	11/2011 (Open to traffic)	\$559,000	\$560,970 (Final) (Owner-directed change orders and environmental incentive payments)	\$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. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form.**

**PROJECT OVERVIEW:** This 6.9-mile project consisted of a six-lane, controlled-access toll road, including a diamond and single-point interchange, 10 new bridges with heavy truck volume, five crossover bridges that span over streams, wetlands, and 100-year old floodplains, traffic signals, signing and pavement marking, stream restoration, 80 acres of reforestation, new access ramps to two major interchanges, miles of hiker/biker trails along the roadway, and relocation of six side roads. There were extensive ITS components, fiber-optic communications, telephone communications, and electrical services to provide a fully functioning ITS. Several new intersections were added along with modifications to five intersections to accommodate the new traffic patterns. Signals and construction activities were coordinated with several bus routes, new/existing, to optimize and accommodate transit service through the area. The project called for development of plans to not preclude ultimate improvements of MD Route 28, a major roadway going through the corridor with long range plans for improvements.



*Bridge over Good Hope Stream*

Lead Designer Parsons' local and Beltsville, MD offices were responsible for the overall design. Requirements called for environmental protections, mitigations, and construction methods. Parsons designed and met these stringent environmental requirements and developed several innovative designs to minimize environmental impacts. What resulted from the work of more than 150 designers was a successful and environmentally-friendly roadway project that was designed under challenging conditions within a condensed accelerated schedule.

**ENVIRONMENTAL COMPLIANCE, SAFETY, QUALITY, AND WORKMANSHIP: Environmental Compliance:** Protected wetlands/watersheds, specimen forests, streams and cultural and socio-economic resources. Implemented a project-specific environmental management plan that included developing a Commitment Tracking Database that incorporated environmental/public commitments and was used to review each design package for compliance during the interdisciplinary reviews, including safety/constructability to ensure they were environmental friendly, safe (for travelling public and construction staff), and of the highest quality. This was led by the design team's environmental expert and Design Manager Josh Wade, to ensure compliance.

**Safety:** ICC-B rerouted commuter traffic from clogged neighborhood streets onto six lanes of controlled-access highway, improved mobility/safety, and reduced traffic on major arteries connecting Washington, DC and Baltimore, MD. Ten culverts were designed for fish, aquatic wildlife, small mammal and amphibian passage. Considered a safe alternative to crossing the busy road, deer, raccoons, and opossums quickly caught on as they were going through them before completed.

**Quality:** A cooling system for water runoff was designed/constructed with the environment in mind. Instead of water running from paved surfaces into the cooler streams, the structures directed water runoff into underground stormwater management facilities where it was cooled before discharge, minimizing changes in water temperature and protecting fish/plants. Sand filters and grass-lined ditches treated the water and maintained quality by cooling and preventing sediment-laden water from entering streams.

**Quality (continued):** A project-specific quality plan was developed based on Parsons' ISO Certified processes that reduced the number of reviews and review time significantly.

**Workmanship:** Ten cross culverts were designed/installed to facilitate the landscape's natural drainage. There was extensive reforestation, wildlife habitat protections, wildlife crossings of the facility, water quality monitoring, thermal reductions to stormwater runoff, and comprehensive employee training on environmental stewardship. Tree protection details were designed to further maximize the number of saved trees along the corridor.

**IMPLEMENTING/MAINTAINING AN EFFECTIVE QA/QC PLAN DURING DESIGN AND CONSTRUCTION:** A dedicated Quality Control Team was assigned to QA/QC duties. There were QC reviews for E&S controls and stormwater management to ensure the design was per MDE permit, additional special provisions, and incorporation of environmental compliance and constructability review comments prior to packages being released.

**INNOVATIVE DESIGN SOLUTIONS AND CONSTRUCTION TECHNIQUES THAT REDUCE FUTURE MAINTENANCE:** Parsons incorporated several features and innovative elements into the designs to reduce impacts to the adjacent properties, neighborhoods, environmental resources and long-term maintenance, including developing reforestation and earthen berms to reduce historic sight line impacts to a nearby national historic resource. Parsons designed several wildlife crossings from culverts to lengthened bridges. These bridges not only served as wildlife crossings, but also reduced wetland/floodplain impacts.

To reduce ROW impacts, Parsons was able to design phasing on several overpasses so the Corman JV could build them in place without the need for additional ROW for a detour. To design the grade separation in this location with the least disruption to the utilities and travelling public, Parsons developed a phasing scheme that shifted traffic and allowed Corman and the construction team to build the overpass in halves. This eliminated the need for a temporary detour that would have impacted additional resources and ROW as well as utilities. This solution also improved safety for the travelling public and construction workers through limiting the number of work zone shifts and minimizing impacts to driver expectations.

**DEMONSTRATED SUCCESSFUL PROJECT DELIVERY:** Coordinated with over 12 utility companies and completed relocations at over 100 locations, including water, sewer, power/electrical, cable, and fiber optic, underground and overhead. An impressive 27 Enhanced Value Change Proposals were approved labeling it a *win-win* for the owner and project team. Project earned A cumulative ratings on over 150 E&S control inspections. Design, construction, and program management was assessed by owner where contract conformance was scored using a quality oversight database. The project ended with the project team earning a 95% conformance rating and meeting all key project goals. ICC-B was successfully completed on schedule and on budget.

- Awards:**
- 2012 ENR (Mid-Atlantic Division) Best Project –Transportation
  - 2012 ARTBA Globe Environmental Award –Major Highway
  - 2012 MdQI Award of Excellence Silver Partnering Award

**SCOPE SIMILARITIES**

- Design-Build
- ATCs
- Same Contractor and Lead Designer
- Time Of Year Restrictions on Construction Activities
- Environmental Permitting
- Stormwater Management/Drainage Systems
- Geotechnical Borings and Engineering for Bridge Piers and SWM Facilities
- Traffic Control/Maintenance of Traffic
- Lighting/Signalization and Intersection Improvements/Modifications
- Public Involvement/Relations
- Utility Coordination/Relocations
- Quality Assurance | Quality Control

**TEAM MEMBERS:**

- Parsons – Lead Designer
- Corman – Prime Design-Builder JV Partner
- Schnabel – Geotechnical Engineer
- Josh Wade – Design Manager
- Greg Anderson – Design QA/QC Manager