

PROJECT

STATEMENT OF QUALIFICATIONS

A DESIGN-BUILD

I-64 Capacity Improvements Segment III

From: 1.15 Miles West of Route 199 (Lightfoot)
To: 1.05 West of Route 199 (Humelsine Parkway)
York County, Virginia

State Project No.: 0064-965-229, P-101, R-201, C-501, B-638, B-639, B-640, B-641, B-642, B-643, D-609, D-610, D-611;
Federal Project No.: NHPP-064-3 (498); Contract ID Number: C00106689DB97

Submitted to:  **VDOT**
Virginia Department of Transportation

Submitted by: **SKANSKA**

In association with:  **WSP** |  **PARSONS BRINCKERHOFF**





SKANSKA

May 2, 2017

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Joseph A. Clarke, PE
Alternative Project Delivery Division
Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219

RE: Letter of Submittal
I-64 Capacity Improvements – Segment III Design-Build Project (State Project Nos. 0064-965-229, P-101, R-201, C-501, B-638, B-639, B-640, B-641, B-642, B-643, D-609, D-610, D-611)

Dear Mr. Clarke:

Skanska Civil Southeast Inc. (“Skanska”) is pleased to share our credentials, experience, and ideas on how we will work collaboratively with VDOT and the local community to successfully deliver the I-64 Capacity Improvements – Segment III project (the “Project”). Our team is perfectly positioned to help VDOT deliver this important project for several reasons, including:

- We are locally based and have staff with a history of quality design submittals and innovative design solutions ready to move on to this Project from our recently completed, award winning, Midtown Tunnel/MLK Extension/I-264 Widening project.
- We have extensive experience working with our lead design firm, WSP|Parsons Brinckerhoff (“WSP|PB”), who has been engaged in the design of highways and bridges with emphasis on limiting impacts to the traveling public in the Hampton Roads region for over 60 years.
- We have a proven track record with implementing and maintaining effective QA/QC Plans that have allowed us to deliver high quality, complex interstate widening projects that involved similar risks to those on this Project, including extensive maintenance of traffic, environmental permitting, and stormwater management.

Skanska and WSP|PB have worked together on over a dozen projects throughout the southeast region, including eight that have been completed through the design build delivery method. We have similar corporate philosophies and understand the importance of working collaboratively with our clients and stakeholders to deliver transportation improvements that benefit the communities in which they are located. Joining us in this endeavor will be VHB, who will lead our environmental permitting efforts from their local office just minutes from the project site. WSP|PB and Skanska have both worked extensively with VHB’s local staff on projects within the Hampton Roads region.

3.2.1 Offeror. Skanska USA Civil Southeast Inc. is the legal entity that will execute the contract with VDOT.

3.2.2 Point of Contact.

Stephen Davis, Vice President of Estimating
Skanska USA Civil Southeast Inc.
295 Bendix Road, Suite 400
Virginia Beach, VA 23452
Telephone: (757) 578-4184
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Email: Stephen.davis@skanska.com

3.2.3 Principal Officer Information.

Salvatore F. Taddeo, Executive Vice President
Skanska USA Civil Southeast Inc.
Bendix Road, Suite 400
Virginia Beach, VA 23452
Telephone: (757) 578-4184
Fax: (757) 420-3551
Email: Salvatore.taddeo@skanska.com

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3.2.4 Offeror's Corporate Structure. Skanska USA Civil Southeast Inc. ("Skanska") is a Virginia corporation. Skanska is financially responsible for the referenced project and does not have any liability limitations. A single 100% performance bond and single 100% payment bond will be provided for Skanska by our surety. Skanska is registered with the State Corporation Commission ("SCC") and duly incorporated under the laws of the Commonwealth of Virginia. Our surety letter and SCC certificates are included in the Appendices of our original Statement of Qualifications, with copies in the electronic file.

3.2.5 Identity of Lead Contractor and Lead Designer. Skanska is the Offeror and Lead Contractor responsible for the overall contract execution and construction and will serve as the legal entity who will execute a contract with VDOT. WSP | Parsons Brinckerhoff, Inc. is the Lead Designer responsible for the overall design of the Project, supported by VHB. WSP | Parsons Brinckerhoff will unite under a single WSP brand worldwide effective May 2017. As part of that unification, Parsons Brinckerhoff, Inc. will change its name to WSP USA Inc. No other aspects of this proposal or the capabilities of the company will change. The Federal Tax ID and insurance information will also remain the same. We will provide you formal notice and documentation once the corporate name change is effective and work with you to update any records as needed.

3.2.6 Affiliated/Subsidiary Companies. Please refer to the Attachment 3.2.6 to review the list of Skanska's Affiliated/Subsidiary Companies.

3.2.7 Debarment Forms. Skanska has provided an executed Certification Regarding Debarment Form in Attachment 3.2.7(a) – Primary Covered Transactions and subcontractors have provided executed forms in Attachment 3.2.7 (b) – Lower Tier Covered Transactions.

3.2.8 Offeror's VDOT Prequalification Evidence. Skanska's prequalification number is T009 and is active and in good standing to bid on the Project. Prequalification documents and SCC certifications are located in the Appendix.

3.2.9 Evidence of Obtaining Bonding. Skanska's surety letter located in the Appendix attests to our ability to obtain Payment and Performance Bonds.

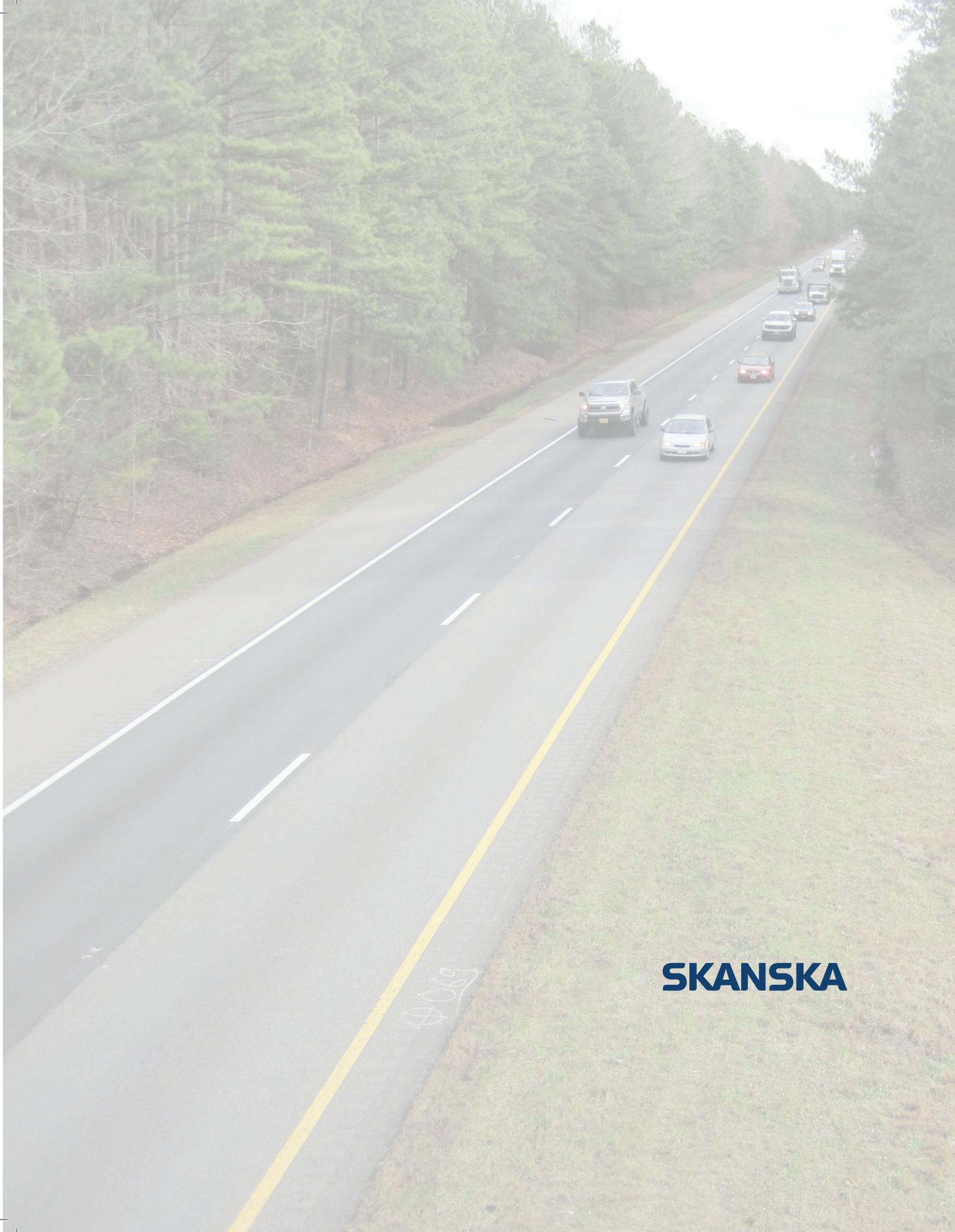
3.2.10 SCC and DPOR Registration Documentation. Attachment 3.2.10 provides evidence and certifies that Skanska complies with the requirements set forth in RFQ Section 3.2.10 subsections .1 through .4.

3.2.11 DBE Statement. Skanska is committed to achieving the 12% DBE participation goal for the entire value of the Contract.

Sincerely,
Skanska USA Civil Southeast Inc.



Stephen Davis
Vice President of Estimating



SKANSKA

3.3

OFFEROR'S TEAM STRUCTURE

The Offeror's Team, **Skanska USA Civil SE (Skanska) and WSP | Parsons Brinckerhoff (WSP | PB)**, is one of the most experienced design-build teams in the southeastern US. Together, this team has built over \$2.6 billion in design-build projects, including the SCDOT's Cooper River Bridge and I26/US 17 Widening, FDOT's I-275 in Tampa, US 331 over Choctawhatchee Bay, and the twin bridges carrying I-10 over Escambia Bay in Florida. This team is currently designing and building the Pensacola Bay Bridge, also in Escambia County, FL and the \$1B LaGuardia Airport Access Roads.

Recently, Skanska, with WSP | PB in the lead design role, completed the design and construction of the Elizabeth River Tunnels which included widening of I-264, for the Hampton Roads District.

Skanska is headquartered in Virginia Beach and is a leading heavy civil and marine construction contractor with an extensive portfolio of providing solutions in highways, bridges, rail, and marine construction. This breadth of experience allows us to address unique aspects of a project and apply our expertise and lessons learned on numerous roadway projects in Virginia and the southeastern U.S. Our corporate offices have been in Hampton Roads since 1932, and Skanska has self-performed construction on many of the tunnels, bridges, highways, and marine facilities in the area over the years, working with the Virginia Department of Transportation (VDOT).

WSP | PB has more than 4,000 transportation employees in 50+ US offices. The firm has over 480 employees in Virginia, staffing offices in Virginia Beach, Richmond and Herndon. The firm's professional staff has extensive experience delivering transportation projects for VDOT. The Hampton Roads District has been a valued client and partner for more than 50 years, beginning with the design of the first Hampton Roads Bridge Tunnel.

Our organization chart, Figure 3.3-3 on page 5, shows the "chain of command" which identifies major functions and defines the reporting relationships of personnel responsible for the management of design, construction and QA/QC activities.

Table 3.3-1. *The Skanska / WSP | PB Team member firms and their roles for the I-64 Capacity Improvements Segment III project.*

	Skanska Offeror and Lead Contractor
	WSP Parsons Brinckerhoff Lead Designer & Utility Coordination
	VHB Environmental Permitting and Roadway Design Support
	KCI Quality Assurance
	Hassan Water Resources Hydraulics and Drainage Design Support *DBE
	HMMH Noise Analysis *DBE
	H&B Surveys Survey, SUE *DBE
	Circa Cultural Resources *SWaM
	OR Colan & Associates Right-of-Way Acquisition *SWaM

OFFEROR'S TEAM STRUCTURE

We have a strong Design-Build team that will be led by John Hellman, who has successfully delivered past complex Design-Build projects totaling over \$3B. Surrounded by key personnel with extensive experience in Design-Build done right, Mr. Hellman and his team will employ a robust Project Management Plan and a best-in-class project controls system to manage this important

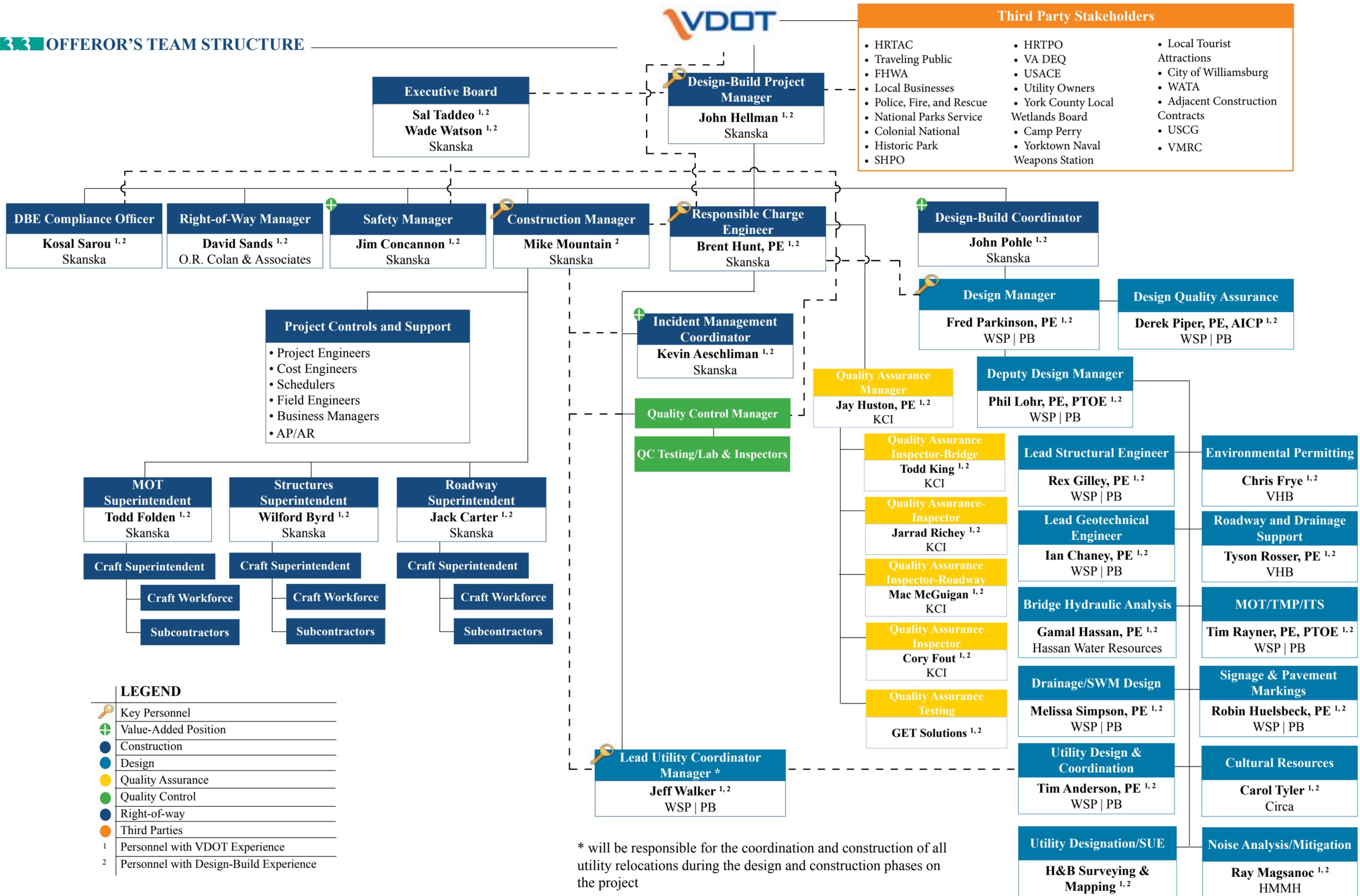
project as Skanska has done on the projects highlighted in our Work History Sheets.

Table 3.3-2 below introduces the Key Personnel we are proposing for the I-64 Capacity Improvements Segment III.

Table 3.3-2: The Key Personnel and their role on the team

<p>John Hellman Design-Build Project Manager</p>	<ul style="list-style-type: none"> ▪ 25 years of experience ▪ Experience in Contract Administration and Risk Management ▪ Experience in overall responsibility for quality, safety, budget, schedule, and environmental considerations 	<ul style="list-style-type: none"> ▪ I-4 Ultimate Widening D-B, Orlando, FL ▪ I-695 Widening D-B (11th Street Corridor), Washington, DC ▪ I-95 Widening and Turtle River Bridge Brunswick, GA
<p>Michael Mountain Construction Manager</p>	<ul style="list-style-type: none"> ▪ 33 years of experience ▪ Specializes in leading construction teams on multi-phased roadway projects ▪ Extensive experience with all modes of roadway work 	<ul style="list-style-type: none"> ▪ I-4 Ultimate Widening D-B, Orlando, FL ▪ I-95 Widening D-B, Cocoa Beach, FL ▪ I-275 Widening and Reconstruction D-B, Tampa, FL
<p>Brent Hunt, PE Responsible Charge Engineer</p>	<ul style="list-style-type: none"> ▪ 20 years of experience ▪ Extensive experience in managing safety, subcontractors and quality aspects of a job ▪ Experience in challenging construction environments 	<ul style="list-style-type: none"> ▪ I-264 Widening / MLK Extension D-B, Portsmouth, VA ▪ Huguenot Bridge Replacement, Richmond, VA ▪ APM Terminal Roadway D-B, Portsmouth, VA
<p>Fred Parkinson, PE, DBIA Design Manager</p>	<ul style="list-style-type: none"> ▪ 33 years of design and project management experience ▪ D-B experience on VDOT projects in VA ▪ Interstate widening experience 	<ul style="list-style-type: none"> ▪ I-264 Widening/MLK Extension D-B, Portsmouth, VA ▪ Cooper River Bridge and I-26/US 17 Widening D-B, Charleston, SC ▪ LaGuardia Airport Interstate Access Roads, NY
<p>Jay Huston Quality Assurance Manager</p>	<ul style="list-style-type: none"> ▪ Experienced Quality Assurance Manager on VDOT D-B Projects ▪ Experience leading strategic quality initiatives 	<ul style="list-style-type: none"> ▪ VDOT Military Highway CFI – D-B, Norfolk, Virginia ▪ I-264 Widening/MLK Extension D-B, Portsmouth, VA ▪ Eastern Federal Lands Highway Division I-564 DB, Norfolk, VA
<p>Jeff Walker Lead Utility Coordination Manager</p>	<ul style="list-style-type: none"> ▪ 30 years of experience throughout Hampton Roads ▪ Utility coordination expertise and relationships with utility owners ▪ Relevant VDOT experience 	<ul style="list-style-type: none"> ▪ US 17 (Dominion Boulevard) North Widening, Chesapeake, VA ▪ I-264 Widening/MLK Extension D-B, Portsmouth, VA ▪ Route 33 Bridge Replacement, West Point, VA

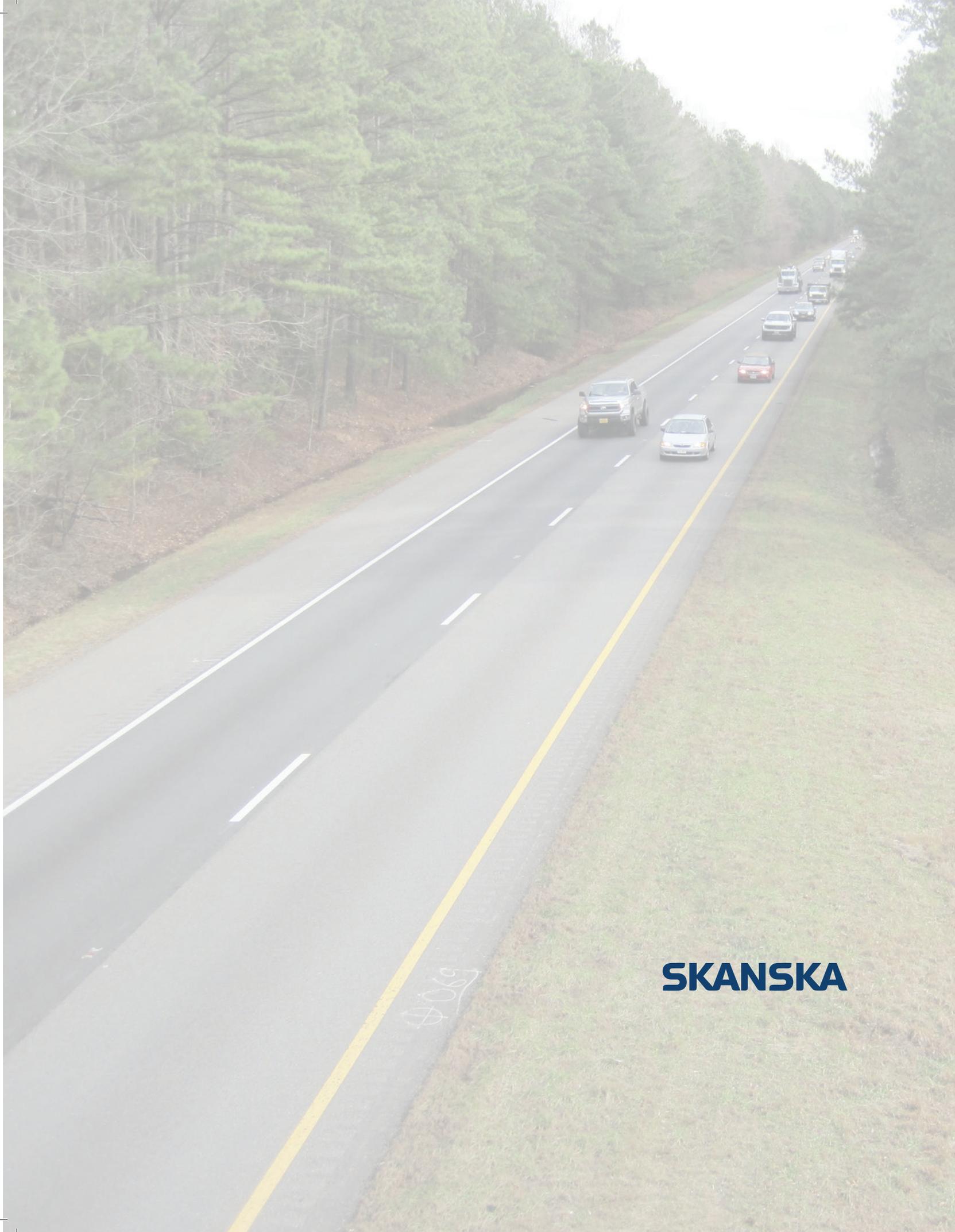
3.3 OFFEROR'S TEAM STRUCTURE



LEGEND

	Key Personnel
	Value-Added Position
	Construction
	Design
	Quality Assurance
	Quality Control
	Right-of-way
	Third Parties
1	Personnel with VDOT Experience
2	Personnel with Design-Build Experience

* will be responsible for the coordination and construction of all utility relocations during the design and construction phases on the project



SKANSKA

We Understand This Project

VDOT's I-64 Capacity Improvements, Segment III Design-Build project is a complex interstate widening and reconstruction undertaking involving a significant number of stakeholders that includes VDOT, FHWA, HRTAC, the National Park Service, the Department of Defense, and a number of regulatory agencies such as the USACE, VDEQ and the USCG. The project involves a significant amount of earthwork, construction of retaining walls, pavement, drainage systems, and a bridge over a tidal wetland—all that must be completed while maintaining the safety and mobility of the traveling public through this critical corridor.

This effort will require the capabilities of an experienced team that can draw from a deep bench of local resources to meet the demands of the project. Skanska and our lead design consultant, WSP | PB, offer best-in-class, seasoned Design-Build professionals who are becoming available as our Elizabeth River Tunnels Project nears completion. This team is poised to seamlessly transition on to the Segment III Project to successfully complete its construction. For additional strength when the need arises, we will draw upon our national resources and our long-established history in Design-Build projects with WSP | PB to ensure that best practices and lessons learned on a national level are being fully implemented.

We Understand Your Concerns

In terms of experience, we understand that you are looking for a team that:

- Provides quality design submittals
- Limits impacts to the traveling public
- Implements an effective QA/QC program, and
- Develops innovative solutions to reduce long term maintenance

The team that we have proposed for this Project was assembled specifically to address these points. Skanska specializes in construction of large, complex projects in high profile corridors that involve multiple components. We selected WSP | Parsons Brinckerhoff as our lead designer based on their experience providing quality design submittals

to VDOT and other clients throughout the US. In addition, we have added VHB to our team based on their extensive experience in providing timely acquisition of environmental permits for construction. As a team, we will exceed your expectations in addressing your concerns and in mitigating the risks associated with this project.

Providing Quality Design Submittals

WSP | PB has been providing high quality design submittals to VDOT for over 50 years, since we designed the original Hampton Roads Bridge Tunnel in the early 1950's. Since that time our design process has evolved and improved to address the complexities of design development today. For example, on the Midtown Tunnel/I-264 Widening Project, our team provided VDOT with over 100 design submittals representing more than 3,000 plan sheets, throughout the course of project development. On that project, we implemented a rigorous QA/QC program that involved exhaustive QC reviews within each discipline followed by a multi-disciplinary QA review by a senior member of our firm with the requisite experience to understand how all of the elements of this complex project needed to come together. Each design submittal was accompanied by a letter certifying that it had been reviewed in accordance with our QA/QC plan that was developed in accordance with VDOT and Skanska requirements.

On the Dominion Boulevard Improvements Project, a locally administered VDOT project, numerous design submittals were made throughout the course of project development that spanned all the way from the NEPA alternatives analysis through development of final construction plans. Several review agencies were involved throughout the process, including VDOT, FHWA, the City of Chesapeake, the USACE, the USCG and other state and federal regulatory agencies. Monthly coordination meetings were held with VDOT, FHWA and the City throughout the project, with participation by other agencies as appropriate at each stage of project development. By conducting these meetings, we were able to keep reviewers informed of project issues continually so that there were "no surprises" once formal submittals were made.

Limiting Impacts to the Traveling Public

All of the Work History Forms provided in the appendix feature complex transportation capacity improvement projects requiring major traffic management scopes of work. Like Segment III, all of those projects relied upon Skanska applying a comprehensive MOT plan to promote mobility and safety for all vehicles passing through the site. These projects highlight our commitment to ensuring that both our staff working within, and the public traversing through the work zone can do so safely and with limited impact to their activities. For example, on the Midtown Tunnel/I-264 Widening project, we developed a complex Transportation Management Plan (TMP) that served as a “living document” throughout this multi-phased project. As such, components of the TMP were released in advance of specific construction activities to facilitate the overall project schedule. Disruptions to I-264 traffic were generally limited to temporary closures for placing superstructure elements over the existing roadway. During construction, MOT and detours were closely coordinated with the City of Portsmouth and VDOT to minimize impacts.

Implementing Effective QA/QC Programs

Skanska has extensive experience developing and implementing project specific QA/QC plans that span the life of projects from design through construction. Development and implementation of these plans involve both the design and construction teams throughout both phases. During the design process, Skanska construction personnel are actively engaged in design development and submittal reviews, and conversely, design personnel are integrally involved in the construction process. For example, on the I-275 Interstate Widening and Reconstruction D-B project in Tampa, FL, our design consultant, WSP | PB utilized a rigorous Quality Control Plan that included an interdisciplinary coordination meeting in advance of the QC review of each submittal. Defined activities and time-frames were included in the design CPM schedule for formal QC reviews and comment resolution in advance of formal submittals. For construction activities, the construction joint venture had an in-house QC Manager that reported directly to the Design-Build Project Manager, with sampling and testing performed by an independent local subcontractor.

If Non-Conformance Reports (NCR's) were generated by the QC Manager, they were issued to the DBPM for resolution. QA was subcontracted to an independent firm, separate from construction operation.

Developing Innovative Solutions

One of the keys to developing innovative solutions that reduce future maintenance costs on design-build projects is to ensure that the designer and the contractor are working together towards a common goal. In order to achieve that end, the philosophies of the design firm and construction contractor must be aligned. Skanska and WSP | PB have developed an effective working relationship not just because of the number of projects that we have completed together, but because we share the same goal of providing a quality final product to the owner. Innovation grows out of close collaboration between the owner, designer and contractor - one of the central tenets of the design-build process. Our team has demonstrated our ability to provide innovative solutions that reduce long-term maintenance requirements for our owners on a number of projects.

For example, on the I-275 project, Skanska and WSP | PB worked together to develop an innovative solution to address potential long term settlement issues associated with one of the MSE walls that needed to be constructed adjacent to an apartment complex. The geotechnical exploration had revealed that the wall crossed over an area where the subsurface soil had to be consolidated to prevent future settlement. Due to its proximity to the apartment complex, the design had to ensure that noise and vibration did not adversely affect the residents. WSP | PB proposed the use of a modified H pile section and developed a method to create highly isolated vibro-compaction of the soft soils. The vibro-compaction of the soils was completed without any noise or damage complaints from the residents and will reduce future settlement and maintenance requirements.

We are a Local Team with Experience Working Together

As a local team, we understand the criticality, complexities and growing demands placed upon VDOT's traffic network in the Hampton Roads area and the effect the construction of this project could have on the regions' safety, economy, and overall

3.4 EXPERIENCE OF THE OFFEROR'S TEAM

vitality. Over the years, our local projects have depended on material and equipment deliveries making their way to our projects via I-64. As locally based businesses, our firms already have a significant stake in providing the best design and construction solution for VDOT on this project, and our experience working together will help us address its most critical issues.

Skanska and WSP | PB bring unmatched history designing and constructing critical projects for VDOT in the Hampton Roads District as illustrated on the map below. While both companies are world-renowned for tackling large and complex infrastructure mega-projects such as the Midtown Tunnel, both firms also have a very successful and established history working together on critical Interstate Capacity Improvement projects for State DOT's up and down the Eastern Seaboard.

Integrated into our team as a key design subconsultant is VHB, who brings significant value in local permitting efforts as well as design-build experience. VHB will leverage their trusted relationships with local regulatory agencies to advance permitting efforts for this project from their office in Williamsburg, just minutes from the Project site.

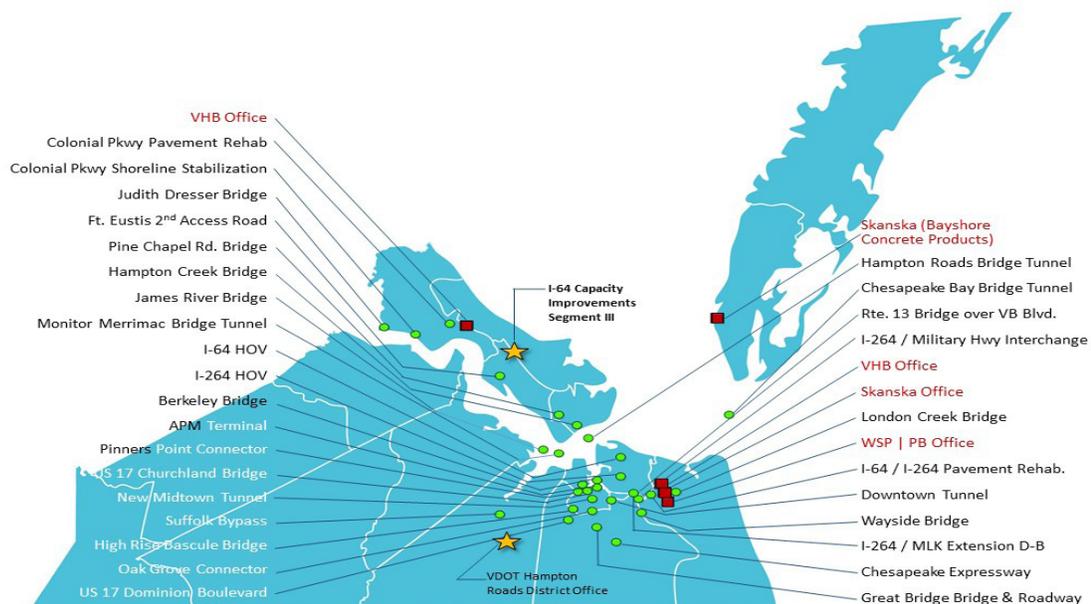
VHB and WSP | PB have worked together for nearly a quarter of a century in similar roles

on significant roadway projects in Hampton Roads, including the Chesapeake Expressway and Dominion Boulevard. In addition, in 2007, Skanska and VHB successfully executed VDOT's first roadway design-build project, "Roadway Improvement to Support APM Terminal". This project represented an important milestone in VDOT's design-build program and involved Skanska's proposed RCE for this Project, Brent Hunt as Project Engineer. Mr. Hunt also worked with WSP | PB on the Midtown Tunnel/I-264 Widening Project as Project Manager.

In the Southeast, since 1993, Skanska and WSP | PB have worked together on 12 successful projects; 7 of those 12 projects were valued between \$100-\$300M, demonstrating diversity in capability of both firms in managing projects similar in size to the Segment III Project. For 8 of the 12 projects, we were design-build partners, and 6 of the 12 projects were for VDOT.

Our shared understanding of each company's operational procedures and key personnel strengths is clear and well understood, eliminating this as a learning curve for the Segment III Project. Our team's cohesiveness will be critical as we address the many complexities of this project, while maintaining schedule, quality, safety, and a favorable public opinion of the project throughout its design, permitting and construction.

Figure 3.4-1: Skanska Team experience in the VDOT Hampton Roads District



3.4 EXPERIENCE OF THE OFFEROR'S TEAM

Table 3.4-2: History of Work Together

Project	Dates	VDOT Project	Design-Build	Roadway	Widening	Bridge Replacement
I-264 Widening / MLK Extension	2012-2016	*	*	*	*	*
I-275 Reconstruction	2012-2016		*	*	*	*
I-10 Escambia Bay Bridge	2005-2010		*			*
Pensacola Bay Bridge	2016-2020		*	*	*	*
I-95 / Route 1 / I-495 Interchange	2004-2009	*		*	*	*
Cooper River Bridge	2001-2005		*	*	*	*
Pinners Point Connector	2002-2005	*				*
I-295 and I-64	1999-2001	*		*		*
Pamunkey River Bridge (Route 33)	2004-2007	*			*	*
Choctawhatchee Bay Bridge	2013-2017		*	*	*	*
Indian River Inlet Bridge	2008-2012		*		*	*
Coleman Bridge Replacement	1993-1996	*			*	*

We are Part of the Community

As members of the community, we look at this project as not just a business opportunity but as a chance to have a meaningful impact on the lives of the residents of Hampton Roads. Through our great variety of projects and innovative, sustainable solutions, we build for a better society. What we do and how we do it helps to ensure a sustainable future for our people, customers and communities. We focus on sustainability areas where we can make the most significant positive contribution: Safety, Ethics, Green, Corporate Community Investment and Diversity & Inclusion. All areas relate to our core business and expertise, and are interconnected. Skanska, a Charter Member of the Institute for Sustainable Infrastructure, has made an early commitment to support the development and implementation of Envision®, a system for rating infrastructure projects based on their overall contribution to the economic, environmental and social aspects of sustainability.

Skanska as the lead member of the design and construction Joint Venture on VDOT's Elizabeth River Tunnels Project, created jobs and promoted economic development in Hampton Roads. We successfully participated in On the Job Training (OJT), which is a workforce-training program that offers apprenticeships and training for a wide range of craft trades and administrative positions, focusing on hiring local residents that are veterans, women, minorities and economically disadvantaged individuals to provide them the opportunity to become a part of the project. Skanska is proud to participate in the local economic growth of the Hampton Roads community. Since the program's launch in 2014, the project's OJT program proudly trained and developed 86 graduates, exceeding all expectations of Virginia Department of Transportation. Skanska will work to optimize similar opportunities on the Segment III project with its close proximity to Williamsburg and outlying areas.



Figure 3.4-3: SKW Project Director, Wade Watson, receiving a certificate of achievement in recognition of our joint venture's stellar achievement on the OJT Program.

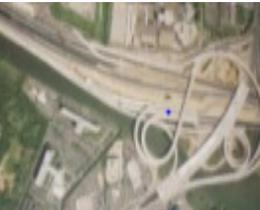
Our team thrives on complex Interstate Capacity Widening Projects. The familiarity of our key leaders coupled with our firms industry-leading Design-Build capabilities and resources, makes us the team of choice for Segment III of VDOT's I-64 Capacity Improvements Program.

The table on the following page highlights Skanska's experience with transportation projects that had similar issues, challenges and characteristics.

Skanska will pursue Envision Platinum Certification for VDOT's I-64 Capacity Improvements Segment III project.

3.4 EXPERIENCE OF THE OFFEROR'S TEAM

Figure 3.4-4: Skanska experience, in addition to Work History Form projects, similar in scope to I-64 Capacity Improvements Segment III

PROJECT		MAIN SCOPE					
I-95 Widening/ Turtle River Bridge Brunswick, GA		Capacity Improvements *	Roadway Reconstruction *	Interchange *	Interstate *	Complex MOT *	
2nd Access Road Bridge Ft. Eustis, VA		Capacity Improvements *	Roadway Reconstruction *	Military Permitting *	Stakeholders *	Wetlands Protection *	
I-95 / Route 1 / I-495 Interchange Alexandria, VA		Capacity Improvements *	Roadway Reconstruction *	Interstate *	Interchange *	Complex MOT *	
APM Roadway Improvements, D-B Portsmouth, VA		Capacity Improvements *	Roadway Reconstruction *	Interchange *	Stakeholders *	Wetlands Protection *	
Cooper River Bridge and I-26/US 17 Widening, D-B, Charleston, SC		Capacity Improvements *	Roadway Reconstruction *	Interchange *	Wetlands Protection *	Complex MOT *	



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We have reviewed the available project information, visited the site during various traffic flow conditions and evaluated risks based on our experience with similar projects in the Hampton Roads area. In our risk assessment, we considered numerous risks to the project, including:

- Maintenance of Traffic (MOT) during construction—safety and mobility
- Environmental permitting
- Stormwater management
- Bridge widening / staged bridge construction
- Geotechnical issues / pavement conditions
- Right-of-way acquisition
- Utility relocations

With project risk defined as an issue that has the potential to impact the schedule, budget and/or the traveling public, we evaluated the probability and severity of each of the risks noted above. We identified the following three critical risks which will be mitigated by the D-B team during project delivery:

- **Risk No. 1: MOT: Safety and Mobility**
- **Risk No. 2: Environmental Permitting**
- **Risk No. 3: Stormwater Management**

Our risk management strategy is to take ownership of the risks and minimize the potential for adverse impacts to the project by aggressively implementing mitigation strategies. In the subsections below, we answer the following questions:

A. Why is the risk critical?

B. What is the risk’s impact on the project?

C. What is the mitigation strategy, including any role from VDOT or other agencies?



Figure 3.5-1: Risk Management Plan identifies process

RISK NO. 1: MAINTENANCE OF TRAFFIC—SAFETY AND MOBILITY

Interstate capacity improvement projects feature traffic traveling at high speeds adjacent to the work zone and always involve a risk for the project team to ensure a safe work environment and safe movement of traffic through the work zone. Changes in traffic patterns, speeds and construction access points (especially to the median of I-64) need to be clearly identified and thoroughly mitigated.

A. WHY THE RISK IS CRITICAL

This section of I-64 has minimal left shoulders, a wide grass or forested median and two travel lanes in each direction, and carries approximately 74,500 VPD (per RFQ plans). Due to the current work zone to the east, and seasonal tourist traffic heading to Busch Gardens, Colonial Williamsburg and Virginia Beach, unstable flow conditions are common. Segment III work zone traffic controls and changes to traffic patterns may exacerbate existing travel delay and traffic queues, resulting in more frequent incidents, additional periods of unstable traffic flow and a lower level of mobility. This could harm VDOT’s relationships with its customers, emergency response partners and other stakeholders. Due to congestion on I-64, diverted traffic may increase issues on alternate routes (e.g., Route 60, Route 199, Route 143 and Rochambeau Drive), hurting the economy of the entire region.

The limited project footprint will necessitate extensive use of precast traffic barrier service to protect construction workers and drivers on I-64. Such barriers effectively narrow the roadway/ recovery area, are themselves hard objects within the clear zone, create a less forgiving environment for traffic and restrict access to the work zone for construction vehicles. The result of Maintenance of Traffic (MOT) configurations is often congestion and queuing in places where it previously did not occur and worsening of existing problem areas. MOT during construction is a critical risk since the work zone will decrease capacity on I-64 and increase queuing and the potential for crashes.

B. IMPACT ON THE PROJECT

The reduction in roadway capacity along I-64 due to the work zone will increase traffic queuing, change the location of queues, increase the potential for crashes and create traffic issues on alternate routes (see Section A) due to diverted traffic. Crashes within the work zone can involve workers and drivers with devastating consequences. Incidents, regardless of severity, impede traffic flow and increase congestion and queuing, further increasing the potential for crashes.

A well-planned MOT design will minimize incidents, but they will still occur. Each incident takes time to clear and for traffic flow to return to normal. During that clean-up time, traffic flow is decreased and queues develop in both directions. Often, this results in secondary crashes and more delay. The longer it takes to clear an incident, the more risk of secondary crashes.

In addition, we reviewed the plans provided with the RFQ and noted two areas where traffic safety and construction staging will have significant impacts on the project:

- Constructing the new Queens Creek bridges, likely requiring the use of median crossovers;
- Keeping the I-64 ramps open at Exit 234 (Rte. 199) and Exit 238 (Rte. 143) while lengthening acceleration and deceleration lanes.

C. MITIGATION STRATEGIES

It is the actions of the construction team, which determine how well safety and mobility are maintained through the project. We will implement multiple strategies, in design and construction, to mitigate the impact construction has on safety and mobility. These include a robust MOT plan, Transportation Management Plan (TMP), Incident Management Plan, deployment of technology and public outreach.

A robust MOT/TMP will consider the appropriate lane widths, speed limit, signage, pavement markings, tapers, etc. to provide clear direction to drivers at all times, warn motorists in advance of changing patterns and create a “forgiving” work zone to the extent practicable, while balancing the needs of safety and construction access. Parallel roadways around the project area can be considered as alternate routes, which can be used with directional signage to distribute some traffic away from congestion. As part of the TMP development,

we will optimally locate pull-off areas and strive to minimize access restrictions (e.g., ramp closures) during peak traffic periods.

If we determine during final design that crossovers are the optimal approach for construction of the Queens Creek bridges we will work with VDOT to select an appropriate design speed for the crossovers in order to minimize the risk to motorists and construction workers. During final design, we will also carefully address the Exit 234 and 238 ramp areas to ensure that any pavement drop-offs are protected appropriately, sufficient ramp lane widths are maintained and coordination with Camp Peary is frequent and meaningful to ensure that their needs are fully accommodated.

Skanska and WSP | PB will ensure that pavements are designed so that slope corrections and phased tie-ins of mainline, shoulders and ramps may be constructed under lane closure conditions, and safely opened to traffic on a daily basis. We will strive to limit the number of MOT phases, and once a traffic pattern is put into place, we will strictly maintain the work zone (signing, striping, etc.) as that will enable us to achieve safe mobility through it.

Incidents will still occur even with the best MOT/TMP. Thus mitigation will include an Incident Management Plan to define procedures for clearing incidents to minimize impacts and delays, with the help of local agencies and first responders. Predetermined alternate routes that can quickly be implemented will provide congestion relief while an incident is being cleared.

Technology can also be used to provide drivers with additional guidance on the conditions within the work zone. Temporary Advanced Traffic Management Systems (ATMS), such as Dynamic Message Signs (DMS) and variable speeds limits will be considered to optimize traffic flow, which reduces crash potential and congestion. Public notification and outreach is also necessary to provide advanced notification to first responders and to the traveling public.

As a leading solution provider for heavily traveled interstate projects, Skanska will deploy innovative mitigation measures in order to maintain safety and mobility throughout Segment III.

Synchro-guide Cone Lights –Using intelligent wireless sequentially operated lights in tapers will enable our crews to form a clearer path for merging traffic during lane closures, improving driver recognition of the merge and reducing approach speeds.



Advanced Lane Closure Alert System – If authorized by VDOT, real-time updates will be entered by Skanska’s MOT field engineers to the VA 511 Traffic Information System using our innovative lane closure documentation system **Project Data Web Portal (PDP)** where all lane closures will be, tracked, videoed and stored in project records for documentation. Skanska’s I-4 project was the first to use this technology in the U.S. and over 10,000 users signed up to receive customizable alerts for their own travel routes.

Smart Work Zone Systems – We will strategically use communications with sensor technology to improve safety and mobility during construction. We will deploy a portable system at select sites such as approaching the work zone from the west and in the vicinity of Exit 238 to obtain and analyze traffic flow data in real-time and educate motorists via DMS about conditions ahead, encouraging alternate routes to reduce congestion and enhance mobility. We will collect and share speed data with local law enforcement, so they may increase speed enforcement at trouble locations.

State-of-the-art, Custom MOT Trucks

– We will minimize the number of vehicles needed to perform an operation and time to change attachments. Reduced turning radii and in-cab, hydraulically raised and lowered attenuators reduce time spent out of the truck. A quick-disconnect attenuator can be removed in under 10 minutes and swapped for a rear person basket. The trucks are equipped with a six-camera system and DVR for documentation.



Halo Lights – When working near traffic in low-light conditions, Skanska crews will use the Halo Light, a safety and task light that enables

the wearer to see and be seen from all directions.

As additional innovative mitigations to enhance safety and mobility during construction, we will:

- Access the median from certain side streets
- Set acceleration and deceleration lanes for construction access based on seasonal peak traffic volumes
- Coordinate our MOT with adjacent contracts
- Maintain emergency pull-off areas
- Communicating in advance to VDOT our lane closure schedules so VDOT may coordinate with other ongoing projects in the vicinity
- Self-imposed performance disincentives to ensure that we make lane closure deadlines
- Numbered Construction Entrances and planned deliveries, many during off-peak hours
- Phasing and innovative construction methods at Queens Creek Bridge to minimize wetland impacts

ROLE OF VDOT IN MITIGATION

The Skanska team welcomes active engagement with VDOT staff in review and approval of the final MOT plan, TMP and Incident Management Plan, to ensure that best practices from VDOT experience are included and implemented. We also recognize VDOT’s responsibility for providing formal notification to first responders and the traveling public of scheduled lane closures or other traffic restrictions.

RISK NO. 2: ENVIRONMENTAL PERMITTING AND COMPLIANCE

A. WHY THE RISK IS CRITICAL

Obtaining environmental approvals from all the agencies in a timely manner is a critical risk to the project, as failure to do so would result in unacceptable delays in the project schedule. Environmental authorizations will be required for certain aspects of the project from the following agencies:

- Virginia Department of Environmental Quality (DEQ), including Virginia Water Protection (401) permit, VPDES permit, and consistency determination from Coastal Zone Management (CZM);
- US Army Corps of Engineers (USACE) for Sections 404 and 10 permits;
- US Coast Guard (USCG) for potential Section 9 permit;
- Virginia Marine Resource Commission

(VMRC) for Subaqueous Lands and Tidal Wetlands permits;

- FEMA and VDOT for Floodplains approval;
- State Historic Preservation Officer (SHPO) and the National Park Service (NPS) for potential cultural impacts approvals.

B. IMPACT ON THE PROJECT

Obtaining the multiple, necessary permits will be critical to the successful early construction start and on-time completion of the project. Potential impacts to the project related to several of the anticipated environmental permits include:

Timely Permit Processing – Although the impact levels to wetlands and streams within the project footprint appear to be low to moderate based upon the FEIS, the more critical aspect of receiving timely 404/401 water quality permits will hinge upon successful resolution of the cultural resource issues within the corridor. These potential impacts include encroachments within the Williamsburg Battlefield by new stormwater facilities, roadway impacts to Redoubt #9 and the I-64 bridge crossing of the Colonial National Historical Park. The project schedule could be impacted if these permits are delayed due to a lack of stakeholder (NPS/SHPO) acceptance of the design plans.

Concurrent Permit Processing – Although a determination has not yet been made by the USCG, we do not believe a separate USCG bridge permit application will be required for the Queens Creek crossing. However, if required, this becomes critical to the schedule if the USCG maintains their typical protocol of requiring 404/401 permits prior to acceptance of a bridge permit application.

Acquisition of Wetland Mitigation – Review of the COE's Regulatory In-Lieu Fee and Bank Information Tracking System (RIBITS) database indicates that, while there are adequate non-tidal wetland mitigation credits available, there is a shortage of tidal wetland and waters credits. The Queens Creek crossing will result in shading impacts to approximately one acre of vegetated, tidal wetlands. If adequate mitigation is not commercially available for all impact types and permit requirements, or if In-Lieu Fee payment is not allowed, issuance of the permit could be delayed.

C. MITIGATION STRATEGIES

VHB has a long-standing history with all of the agencies and has developed a trust and credibility which will greatly aid in working through the

permit process. Utilizing our deep relationships with the regulatory agencies, our team (including Circa~) will employ an effective management strategy that centers on an early, consistent and coordinated approach between all design, utility, right-of-way, construction and environmental staff to ensure permits acquired for the project are comprehensive, accurate and received in a timely manner. Key actions to achieve this will include:

- Conducting early investigations of the limits of natural and cultural resources;
- Holding pre-application meetings and addressing agency concerns prior to the Joint Permit Application (JPA) submittal;
- Initiating early discussions with the USCG and submitting USCG questionnaire to determine if a Section 9 bridge permit will be needed. If required, pursue acceptance of a concurrent application review process with the JPA;
- Ensuring roadway, bridge, drainage and utility relocation designs are all sufficiently developed prior to submitting a permit application;
- Documenting all avoidance and minimization measures to clearly demonstrate to the agencies the need for the requested impacts;
- Submitting a high-quality permit application with clear and concise information that addresses all agency concerns raised during the pre-application process thereby eliminating questions that cause delays in approvals; and
- Identifying and securing appropriate mitigation for the unavoidable wetland/stream impacts.

Working together over the past 20 years, the WSP | PB/VHB team has shown the effectiveness of these strategies on high-profile projects such as US-17 (Dominion Boulevard), where agencies had minimal questions and permits were secured expeditiously.

ROLE OF VDOT IN MITIGATION

We recognize that VDOT has already performed a great amount of work to coordinate with the NPS, SHPO and regulatory agencies in developing the Programmatic Agreement and informing the agencies of the impending project. We anticipate that VDOT will provide documents related to the public and agency process already completed so that full documentation can be provided to the permitting agencies during final design. Consistent with our previous design-build projects, we anticipate that VDOT will remain actively engaged in all meetings and coordination with the agencies.

RISK NO. 3: STORMWATER MANAGEMENT

Stormwater management (SWM) is a critical risk due to the potential impact on the construction schedule and additional right-of-way acquisition needed if requirements cannot be completely achieved within the areas shown in the RFQ documents. The I-64 Segment III Project is located in three hydrologic unit codes (HUCs) in the York River Basin. SWM design and project phasing must address each HUC. Potential issues associated with SWM include:

- Capturing runoff in SWM facilities prior to its being conveyed off-site;
- Off-site impacts due to increased flows;
- Right-of-way impacts for SWM facilities and outfalls;
- Unforeseen conditions of existing box culverts/ pipes to be extended and/or retained.

A. WHY THE RISK IS CRITICAL

The design of SWM facilities poses a risk to the project from a permitting and schedule standpoint. Acquisition of additional right-of-way or easements could delay the project schedule and start of construction activities.

Construction must begin by July 1, 2019 for the project to be designed per Technical Criteria IIC.

B. IMPACT ON THE PROJECT

If the July 19, 2019 date for commencing construction were not met, the project would need to be re-designed per Technical Criteria IIB, causing delays in permitting and construction schedule. Depending on the review agency's interpretation of the stormwater regulations, it may become necessary to acquire additional right of way to accommodate stormwater treatment, which could necessitate further NEPA analysis.

Based on the concept design in the RFQ, approximately 200 acres will be disturbed during construction and 75 acres of impervious area added. The phosphorus load reduction required for the project could be between 170 lbs/yr and 200 lbs/yr. Since widening will be mostly to the inside, the median will provide only limited opportunities for SWM.

Other areas where SWM facilities are restricted include the vicinity of Camp Peary, Waller Mill

Park and Reservoir and Queens Creek. Flow from storm-water conveyances will need to be captured prior to discharging into these areas to address stormwater quality and quantity reduction requirements.

C. MITIGATION STRATEGIES

The first step will be verifying that the potential SWM locations are feasible. Locations identified for larger SWM facilities are inside the loops at the interchanges. Considering other locations for larger facilities or linear options such as grass channels and water quality swales, our team will begin design of the SWM facilities early in the technical design phase to determine optimal locations of facilities. Our LUCM will coordinate with utilities to avoid and reduce conflicts with SWM conveyance pipes.

Providing a complete and accurate Stormwater Pollution Prevention Plan (SWPPP) package that clearly delineates phasing of the project is key to obtaining a General Construction Permit for Discharges of Stormwater from Construction Activities and keeping construction on schedule.

Potential right-of-way acquisition locations for SWM facilities identified in the preliminary design will be maximized for water quality and quantity reduction by directing as much impervious area from the project as possible to these areas.

Near Camp Peary, SWM has to be addressed within existing or acquired right-of-way on the southwest side of I-64. Linear BMPs such as grass channels may be utilized here to minimize right-of-way acquisition and achieve SWM compliance.

Another mitigation strategy we will consider is ensuring that all water quantity and at least 75% of water quality requirements are met on-site, and then purchasing the remaining water quality nutrient reductions as required. This will avoid disturbing additional forested areas for the placement of SWM facilities and reduce VDOT's maintenance burden.

ROLE OF VDOT IN MITIGATION

No additional efforts will be needed by VDOT beyond the customary review and approvals of the SWM and drainage design and participation in meetings with regulatory agencies regarding the location of outfalls. VDOT will also be responsible for reviewing and approving the SWPPP.



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ATTACHMENT 3.1.2

Project: 0064-965-229, Contract ID: C00106689DB97

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

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

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
Statement of Qualifications Checklist and Contents	Attachment 3.1.2	Section 3.1.2	no	See Tab
Acknowledgement of RFQ, Revision and/or Addenda	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	See Tab
Letter of Submittal (on Offeror's letterhead)				
Authorized Representative's signature	NA	Section 3.2.1	yes	Page 2
Offeror's point of contact information	NA	Section 3.2.2	yes	Page 1
Principal officer information	NA	Section 3.2.3	yes	Page 1
Offeror's Corporate Structure	NA	Section 3.2.4	yes	Page 2
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	Page 2
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	See Tab
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	See Tab
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	See Tab
Evidence of obtaining bonding	NA	Section 3.2.9	no	See Tab
SCC and DPOR registration documentation (Appendix)	Attachment 3.2.10	Section 3.2.10	no	See Tab

ATTACHMENT 3.1.2

Project: 0064-965-229, Contract ID: C00106689DB97

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	See Tab
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	See Tab
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	See Tab
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	See Tab
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	Page 2
Offeror's Team Structure				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	Page 3
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	See Tab
Key Personnel Resume – RCE	Attachment 3.3.1	Section 3.3.1.1	no	See Tab
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	See Tab
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	See Tab
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	See Tab
Key Personnel Resume – Lead Utility Coordination Manager	Attachment 3.3.1	Section 3.3.1.5	no	See Tab
Organizational chart	NA	Section 3.3.2	yes	Page 5
Organizational chart narrative	NA	Section 3.3.2	yes	Page 5

ATTACHMENT 3.1.2

Project: 0064-965-229, Contract ID: C00106689DB97

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

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



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ATTACHMENT 2.10

**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION**

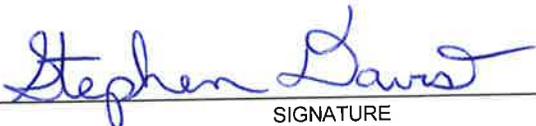
PROJECT: I-64 Capacity Improvements – Segment III
RFQ NO. C00106689DB97
PROJECT NO.: 0064-965-229

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:

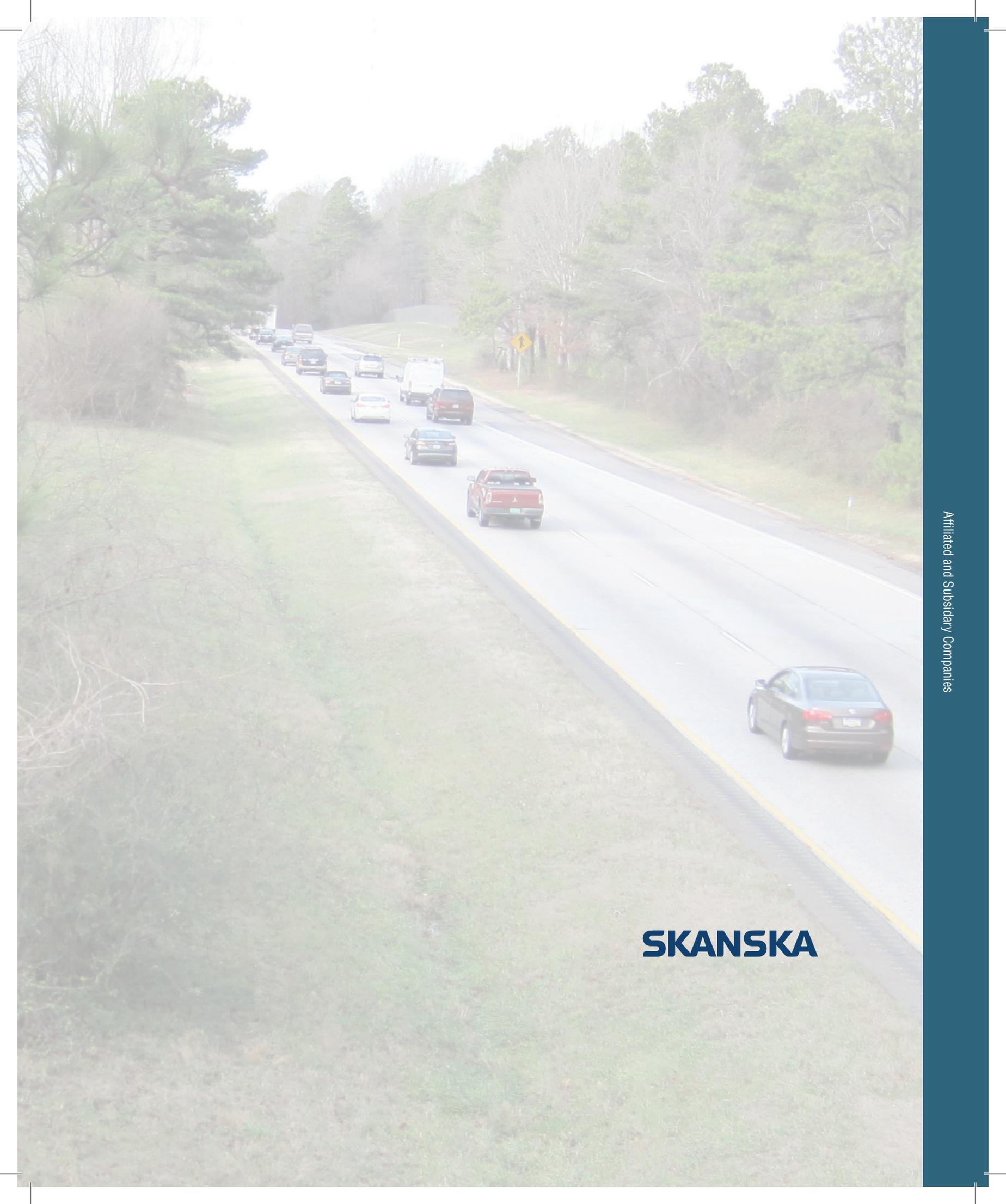
1. Cover letter of RFQ – March 29, 2017
(Date)
2. Cover letter of _____
(Date)
3. Cover letter of _____
(Date)


SIGNATURE

March 29, 2017
DATE

Stephen Davis
PRINTED NAME

Vice President/Asst. Secretary
TITLE



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ATTACHMENT 3.2.6

State Project No. 0064-965-229, Contract ID: C00106689DB97

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

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Parent	Skanska USA Civil Inc.	75-20 Astoria Boulevard, Queens, NY 11370
Affiliate	Skanska USA Civil Northeast Inc.	75-20 Astoria Boulevard, Queens, NY 11370
Affiliate	Skanska USA Civil Midwest Inc.	75-20 Astoria Boulevard, Queens, NY 11370
Affiliate	Skanska USA Civil West Inc.	1995 Agua Mansa Road, Riverside, CA 92509
Affiliate	Skanska Koch Inc.	400 Roosevelt Avenue, Carteret, NJ 07008
Subsidiary	Bayshore Concrete Products Corp.	1134 Bayshore Road, Cape Charles, VA 23310
Subsidiary	TEC Skanska, Inc.	295 Bendix Road, Suite 400, Virginia Beach, VA 23452
Subsidiary	CDK Skanska Inc.	295 Bendix Road, Suite 400, Virginia Beach, VA 23452
Subsidiary	I4 Leasing, LLC	295 Bendix Road, Suite 400, Virginia Beach, VA 23452



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ATTACHMENT NO. 3.2.7(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

Project: I-64 Capacity Improvements – Segment III

Project No.: 0064-965-229

Contract ID: C00106689DB97

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

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

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

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

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

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

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


Signature _____ Date April 13, 2017

Vice President/Assistant Secretary

Title

Skanska USA Civil Southeast Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project: I-64 Capacity Improvements – Segment III

Project No.: 0064-965-229

Contract ID: C00106689DB97

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

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

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



Signature

5/2/17

Date

Vice President / Transport Area Manager

Title

WSP | Parsons Brinckerhoff

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project: I-64 Capacity Improvements – Segment III

Project No.: 0064-965-229

Contract ID: C00106689DB97

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

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

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



Signature

Date

4/13/17

Senior Vice President

Title

Vanasse Hangen Brustlin, Inc. (VHB)

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project: I-64 Capacity Improvements – Segment III
Project No.: 0064-965-229
Contract ID: C00106689DB97

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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.

Mary C. Weisgraber 4-12-17 vice President, Mid-Atlantic Region
Signature Date Title

KCI Technologies, Inc.
Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project: I-64 Capacity Improvements – Segment III

Project No.: 0064-965-229

Contract ID: C00106689DB97

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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 Date

Chief Operating Officer
_____ Title

O. R. Colan Associates, LLC

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project: I-64 Capacity Improvements – Segment III
Project No.: 0064-965-229
Contract ID: C00106689DB97

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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.

	4/14/17	President & CEO
Signature	Date	Title

Harris Miller Miller & Hanson Inc.

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project: I-64 Capacity Improvements – Segment III

Project No.: 0064-965-229

Contract ID: C00106689DB97

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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.



4/19/2017

President

Signature

Date

Title

Hassan Water Resources, PLC

Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project: I-64 Capacity Improvements – Segment III
Project No.: 0064-965-229
Contract ID: C00106689DB97

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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

Date

April 20, 2017

Vice President

Title

H&B Surveying and Mapping, LLC
Name of Firm

ATTACHMENT NO. 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project: I-64 Capacity Improvements – Segment III

Project No.: 0064-965-229

Contract ID: C00106689DB97

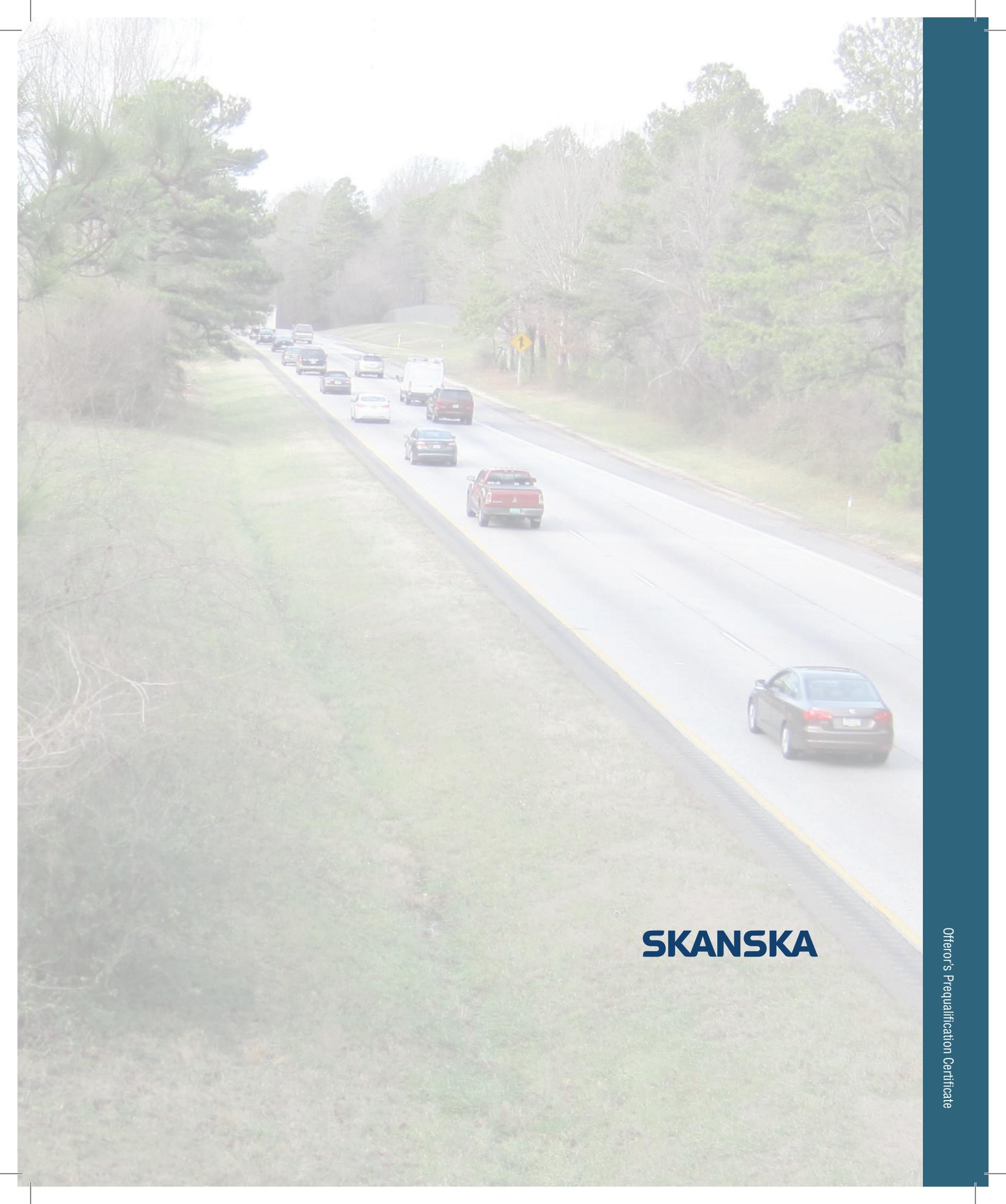
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Carol D. Tyner April 18, 17 President
Signature Date Title

Circa Cultural Resource Management, LLC
Name of Firm



SKANSKA



COMMONWEALTH OF VIRGINIA



CERTIFICATE OF QUALIFICATION

SKANSKA USA CIVIL SOUTHEAST INC.

Vendor Number: **T009**

In accordance with the Regulations of the Virginia Department of Transportation, your firm is hereby notified that the following Rating has been assigned to your firm:

PREQUALIFIED

Your firm specializes in the noted Classification(s):

MAJOR STRUCTURES; MINOR STRUCTURES; TUNNELING; DEMOLITION OF STRUCTURES

Issue Date: September 30, 2016

This Rating and Classification will Expire: September 30, 2017

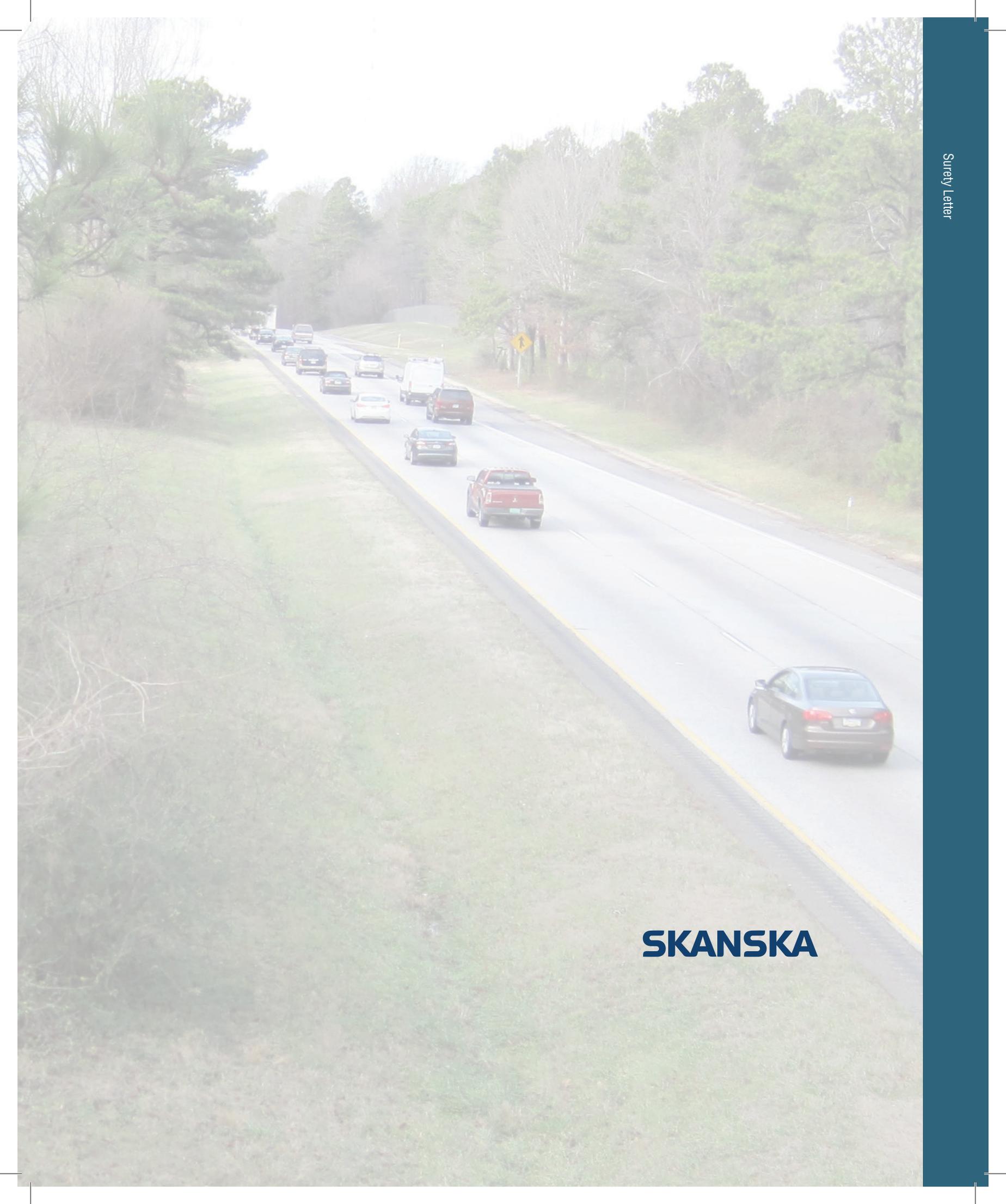
Handwritten signature of Suzanne FR Lucas in black ink.

Suzanne FR Lucas, State Prequalification Officer

Handwritten signature of Don E. Silies in blue ink.

Don E. Silies, Director of Contracts

It is not permissible to alter this document, use after posted expiration date, or use by persons or firms other than those named on this certificate.



SKANSKA

ZURICH AMERICAN INSURANCE COMPANY
FEDERAL INSURANCE COMPANY
LIBERTY MUTUAL INSURANCE COMPANY
THE CONTINENTAL INSURANCE COMPANY
BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY

April 20, 2017

Mr. Joseph A. Clarke
Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219

**Re: Skanska USA Civil Southeast Inc.
Request for Qualifications
A Design Build Project – I-64 Capacity Improvements – Segment III From: 1.15 Miles West of Route 199 (Lightfoot)
To: 1.05 West of Route 199 (Humelsine Parkway) York County, Virginia
State Project No.: 0064-965-229, P-101, R-201, C-501, B-638, B-639, B-640, B-641, B-642, B-643, D-609, D-610, D-611; Federal Project No.: NHPP-064-3(498); Contract ID Number: C00106689DB97
Estimated Contract Value: \$240,000,000 +/-**

Dear Mr. Clarke,

This letter confirms that Skanska USA Civil Southeast Inc. ("Skanska") a subsidiary of Skanska USA, Inc. is a highly regarded and valued client of Alliant Insurance Services, Inc. ("Alliant") and Zurich American Insurance Company, Liberty Mutual Insurance Company, Federal Insurance Company (Chubb), The Continental Insurance Company (CNA) and Berkshire Hathaway Specialty Insurance Company ("co-surety"). As Skanska's bonding agent and authorized representative of the co-surety, we have always been impressed by our client's diverse capabilities, past project experience, track record of performance and depth of the company's professional staff.

Throughout their relationship, the co-surety has provided all of the surety bonds that Skanska's clients have requested. With respect to Skanska's current bonding requirements, at the present time, the co-surety is pleased to consider bonds for Skanska USA, Inc. and its subsidiaries with an aggregate program of \$10,000,000,000. Skanska USA Civil Southeast Inc. has accessibility to all or part of the bond line provided to of Skanska USA, Inc. with consideration given to single project up to \$350,000,000+. Currently, Skanska has \$5,500,000,000 of capacity available. Skanska USA Civil Southeast Inc. is capable of obtaining 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction, and said bonds will cover the Project and any warranty periods as provided for in the Contract Documents on behalf of Skanska, in the event that such firm be the successful bidder and enter into a contract for this Project.

As is customary within the surety industry, the execution of any bonds would be subject to, but not necessarily limited to receipt and favorable review of all contract terms and conditions, bond forms, confirmation of project financing and all current underwriting information needed at the time of the request for bonds is made by Skanska to its co-surety. Please understand that any arrangement for surety bonds is a matter strictly between Skanska and its co-surety. As such, we assume no liability to you or any third party by the issuance of this letter.

Each of the surety companies are fully licensed and authorized to conduct surety business in the Commonwealth of Virginia and each is listed in the US Department of Treasury's listing of Approved Sureties (Department Circular 570). Each surety company has a Company Policyholder rating of 'A' or better by A.M. Best Company, all with a Financial Size Category 'XV' or greater.

Alliant and the co-surety strongly recommend Skanska to you. Please feel free to contact this office should you have any questions regarding the bonding capacity or technical ability of Skanska USA Civil Southeast Inc.

Sincerely,

ZURICH AMERICAN INSURANCE COMPANY
FEDERAL INSURANCE COMPANY
LIBERTY MUTUAL INSURANCE COMPANY
THE CONTINENTAL INSURANCE COMPANY
BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY


Nicole Roy, Attorney-in-Fact

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Maryland (herein collectively called the "Companies"), by **MICHAEL BOND, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Michael J. CUSACK, John J. GAMBINO, Sandra C. LOPES, Nicole ROY, Natalie CONEYS, Donald H. MCCARTER, Jean M. FEENEY, Nicholas LABBE, Laurie ROTHWELL and Sylvanna GEHA, all of Boston, Massachusetts, EACH** its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said **ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND**, this 11th day of November, A.D. 2016.

ATTEST:

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



By: Eric D. Barnes
Eric D. Barnes
Secretary
Eric D. Barnes

Michael Bond
Michael Bond
Vice President
Michael Bond

State of Maryland
County of Baltimore

On this 11th day of November, A.D. 2016, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **MICHAEL BOND, Vice President, and ERIC D. BARNES, Secretary**, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

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

Maria D. Adamski
Maria D. Adamski



Maria D. Adamski, Notary Public
My Commission Expires: July 8, 2019

Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company

Know All by These Presents, That FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, and PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, do each hereby constitute and appoint Kathleen M. Flanagan and Richard A. Leveroni of Farmington, Connecticut; Natalie Coneys, Michael J. Cusack, John DeChiaro, Jean M. Feeney, John J. Gambino, Sylvanna Geha, Nicholas Labbe, Sandra C. Lopes, Donald H. McCarter, Laurie Rothwell and Nicole Roy of Boston, Massachusetts; Eric J. Canterbury of Ballston Lake, New York; Donald L. Goodrich of Cranston, Rhode Island

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY and PACIFIC INDEMNITY COMPANY have each executed and attested these presents and affixed their corporate seals on this 15th day of March, 2017.

Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

Stephen M. Haney

Stephen M. Haney, Vice President



STATE OF NEW JERSEY

County of Hunterdon

SS

On this 15th day of March, 2017 before me, a Notary Public of New Jersey, personally came Dawn M. Chloros, to me known to be Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros, being by me duly sworn, did depose and say that she is Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY and knows the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that she signed said Power of Attorney as Assistant Secretary of said Companies by like authority; and that she is acquainted with Stephen M. Haney, and knows him to be Vice President of said Companies; and that the signature of Stephen M. Haney, subscribed to said Power of Attorney is in the genuine handwriting of Stephen M. Haney, and was thereto subscribed by authority of said Companies and in deponent's presence.

Notarial Seal



KATHERINE J. ADELAAR
NOTARY PUBLIC OF NEW JERSEY
No. 2318885
Commission Expires July 16, 2019

Katherine J. Adelaar
Notary Public

CERTIFICATION

Resolutions adopted by the Boards of Directors of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY on August 30, 2016:

"RESOLVED, that the following authorizations relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"):

- (1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.
(2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as such attorney-in-fact.
(3) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to appoint in writing any person the attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
(4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to delegate in writing to any other officer of the Company the authority to execute, for and on behalf of the Company, under the Company's seal or otherwise, such Written Commitments of the Company as are specified in such written delegation, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
(5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested."

I, Dawn M. Chloros, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY (the "Companies") do hereby certify that

- (i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect,
(ii) the Companies are duly licensed and authorized to transact surety business in all 50 of the United States of America and the District of Columbia and are authorized by the U.S. Treasury Department; further, Federal and Vigilant are licensed in the U.S. Virgin Islands, and Federal is licensed in Guam, Puerto Rico, and each of the Provinces of Canada except Prince Edward Island; and
(iii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this 20th day of April, 2017



Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO NOTIFY US OF A CLAIM, VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT: Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com

THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED BACKGROUND.

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.

Certificate No. 7609780

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

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, Donald H. McCarter; Donald L. Goodrich; Jean M. Feeney; John DeChiario; John J. Gambino; Kathleen M. Flanagan; Laurie Rothwell; Michael J. Cusack; Natalie Coneys; Nicholas Labbe; Nicole Roy; Richard A. Leveroni; Sandra C. Lopes; Sylvanna Geha

all of the city of Boston, state of MA 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 31st day of January, 2017.



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

By: David M. Carey
David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 31st day of January, 2017, 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, 2017
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 20th day of April, 2017.



By: Renee C. Llewellyn
Renee C. Llewellyn, Assistant Secretary

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

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.

POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

Know All Men By These Presents, That The Continental Insurance Company, a Pennsylvania insurance company, is a duly organized and existing insurance company having its principal office in the City of Chicago, and State of Illinois, and that it does by virtue of the signature and seal herein affixed hereby make, constitute and appoint

Jean M Feeney, Michael J Cusack, John J Gambino, Richard A Leveroni, Kathleen M Flanagan, Nicole Roy, Sandra C Lopes, Natalie Coneys, Donald H McCarter, Nicholas Labbe, John DeChiaro, Laurie Rothwell, Sylvanna Geha, Individually

of Boston, MA, its true and lawful Attorney(s)-in-Fact with full power and authority hereby conferred to sign, seal and execute for and on its behalf bonds, undertakings and other obligatory instruments of similar nature

- In Unlimited Amounts -

and to bind them thereby as fully and to the same extent as if such instruments were signed by a duly authorized officer of the insurance company and all the acts of said Attorney, pursuant to the authority hereby given is hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the By-Law and Resolutions, printed on the reverse hereof, duly adopted, as indicated, by the Board of Directors of the insurance company.

In Witness Whereof, The Continental Insurance Company has caused these presents to be signed by its Vice President and its corporate seal to be hereto affixed on this 7th day of November, 2016.



The Continental Insurance Company

Paul T. Bruflat
Paul T. Bruflat Vice President

State of South Dakota, County of Minnehaha, ss:

On this 7th day of November, 2016, before me personally came Paul T. Bruflat to me known, who, being by me duly sworn, did depose and say: that he resides in the City of Sioux Falls, State of South Dakota; that he is a Vice President of The Continental Insurance Company, a Pennsylvania insurance company, described in and which executed the above instrument; that he knows the seal of said insurance company; that the seal affixed to the said instrument is such corporate seal; that it was so affixed pursuant to authority given by the Board of Directors of said insurance company and that he signed his name thereto pursuant to like authority, and acknowledges same to be the act and deed of said insurance company.



My Commission Expires June 23, 2021

J. Mohr
J. Mohr Notary Public

CERTIFICATE

I, D. Bult, Assistant Secretary of The Continental Insurance Company, a Pennsylvania insurance company, do hereby certify that the Power of Attorney herein above set forth is still in force, and further certify that the By-Law and Resolution of the Board of Directors of the insurance company printed on the reverse hereof is still in force. In testimony whereof I have hereunto subscribed my name and affixed the seal of the said insurance company this 20th day of April, 2017.



The Continental Insurance Company

D. Bult
D. Bult Assistant Secretary



Power Of Attorney

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY
NATIONAL INDEMNITY COMPANY / NATIONAL LIABILITY & FIRE INSURANCE COMPANY

Know all men by these presents, that BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, a corporation existing under and by virtue of the laws of the State of Nebraska and having an office at 100 Federal Street, 20th Floor, Boston, Massachusetts 02110, NATIONAL INDEMNITY COMPANY, a corporation existing under and by virtue of the laws of the State of Nebraska and having an office at 3024 Harney Street, Omaha, Nebraska 68131, and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, a corporation existing under and by virtue of the laws of the State of Connecticut and having an office at 100 First Stamford Place, Stamford, Connecticut 06902 (hereinafter collectively the "Companies"), pursuant to and by the authority granted as set forth herein, do hereby name, constitute and appoint: Michael J. Cusack, Nicole Roy, Nicholas Labbe, Sylvanna Geha, Sandra C. Lopes, Laurie Rothwell, John DeChiaro, Donald H. McCarter, Jean M. Feeney, John J. Gambino, 131 Oliver Street, of the city of Boston, State of Massachusetts, their true and lawful attorney(s)-in-fact to make, execute, seal, acknowledge, and deliver, for and on their behalf as surety and as their act and deed, any and all undertakings, bonds, or other such writings obligatory in the nature thereof, in pursuance of these presents, the execution of which shall be as binding upon the Companies as if it has been duly signed and executed by their regularly elected officers in their own proper persons. This authority for the Attorney-in-Fact shall be limited to the execution of the attached bond(s) or other such writings obligatory in the nature thereof.

In witness whereof, this Power of Attorney has been subscribed by an authorized officer of the Companies, and the corporate seals of the Companies have been affixed hereto this date of November 18, 2014. This Power of Attorney is made and executed pursuant to and by authority of the Bylaws, Resolutions of the Board of Directors, and other Authorizations of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, which are in full force and effect, each reading as appears on the back page of this Power of Attorney, respectively.

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY,

[Signature of David Fields]

By:

David Fields, Executive Vice President



NATIONAL INDEMNITY COMPANY, NATIONAL LIABILITY & FIRE INSURANCE COMPANY,

[Signature of David Fields]

By:

David Fields, Vice President



NOTARY

State of Massachusetts, County of Suffolk, ss:

On this 18th day of November, 2014 before me appeared David Fields, Executive Vice President of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY and Vice President of NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, who being duly sworn, says that his capacity is as designated above for such Companies; that he knows the corporate seals of the Companies; that the seals affixed to the foregoing instrument are such corporate seals; that they were affixed by order of the board of directors or other governing body of said Companies pursuant to its Bylaws, Resolutions and other Authorizations, and that he signed said instrument in that capacity of said Companies.

[Notary Seal]



[Signature of Vicki S. Soutiere]

Notary Public

I, Brennan Neville, the undersigned, Assistant Secretary of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE 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 is in full force and effect and has not been revoked. IN TESTIMONY WHEREOF, I have hereunto affixed the seals of said companies this date of April 20, 2017.



[Signature of Brennan Neville]

Assistant Secretary

To verify the authenticity of this Power of Attorney please contact us at BHSI Surety Department, Berkshire Hathaway Specialty Insurance Company, 100 Federal Street, 20th Floor, Boston, MA 02110 | (617) 936-2971 or by email at Courtney.Walker@bhspecialty.com THIS POWER OF ATTORNEY IS VOID IF ALTERED To notify us of a claim please contact us on our 24-hour toll free number at (855) 453-9675, via email at claimsnotice@bhspecialty.com, via fax to (617) 507-9259, or via mail.

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY (BYLAWS)

ARTICLE V.

CORPORATE ACTIONS

.....

EXECUTION OF DOCUMENTS:

.....

Section 6.(b) The President, any Vice President or the Secretary, shall have the power and authority:

- (1) To appoint Attorneys-in-fact, and to authorize them to execute on behalf of the Company bonds and other undertakings, and
- (2) To remove at any time any such Attorney-in-fact and revoke the authority given him.

NATIONAL INDEMNITY COMPANY (BY-LAWS)

Section 4. Officers, Agents, and Employees:

A. The officers shall be a President, one or more Vice Presidents, a Secretary, one or more Assistant Secretaries, a Treasurer, and one or more Assistant Treasurers none of whom shall be required to be shareholders or Directors and each of whom shall be elected annually by the Board of Directors at each annual meeting to serve a term of office of one year or until a successor has been elected and qualified, may serve successive terms of office, may be removed from office at any time for or without cause by a vote of a majority of the Board of Directors, and shall have such powers and rights and be charged with such duties and obligations as usually are vested in and pertain to such office or as may be directed from time to time by the Board of Directors; and the Board of Directors or the officers may from time to time appoint, discharge, engage, or remove such agents and employees as may be appropriate, convenient, or necessary to the affairs and business of the corporation.

NATIONAL INDEMNITY COMPANY (BOARD RESOLUTION ADOPTED AUGUST 6, 2014)

RESOLVED, That the President, any Vice President or the Secretary, shall have the power and authority to (1) appoint Attorneys-in-fact, and to authorize them to execute on behalf of this Company bonds and other undertakings and (2) remove at any time any such Attorney-in-fact and revoke the authority given.

NATIONAL LIABILITY & FIRE INSURANCE COMPANY (BY-LAWS)

ARTICLE IV

Officers

Section 1. Officers, Agents and Employees:

A. The officers shall be a president, one or more vice presidents, one or more assistant vice presidents, a secretary, one or more assistant secretaries, a treasurer, and one or more assistant treasurers, none of whom shall be required to be shareholders or directors, and each of whom shall be elected annually by the board of directors at each annual meeting to serve a term of office of one year or until a successor has been elected and qualified, may serve successive terms of office, may be removed from office at any time for or without cause by a vote of a majority of the board of directors. The president and secretary shall be different individuals. Election or appointment of an officer or agent shall not create contract rights. The officers of the Corporation shall have such powers and rights and be charged with such duties and obligations as usually are vested in and pertain to such office or as may be directed from time to time by the board of directors; and the board of directors or the officers may from time to time appoint, discharge, engage, or remove such agents and employees as may be appropriate, convenient, or necessary to the affairs and business of the Corporation.

NATIONAL LIABILITY & FIRE INSURANCE COMPANY (BOARD RESOLUTION ADOPTED AUGUST 6, 2014)

RESOLVED, That the President, any Vice President or the Secretary, shall have the power and authority to (1) appoint Attorneys-in-fact, and to authorize them to execute on behalf of this Company bonds and other undertakings and (2) remove at any time any such Attorney-in-fact and revoke the authority given.

SKANSKA

ATTACHMENT 3.2.10

State Project No. 0064-965-229, Contract ID: C00106689DB97

SCC and DPOR Information

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

SCC & DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)							
Business Name	SCC Information (3.2.10.1)			DPOR Information (3.2.10.2)			
	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number	DPOR Expiration Date
Skanska USA Civil Southeast Inc.	0038275-4	Corporation	Active	295 Bendix Road, Suite 400, Virginia Beach, VA 23452	CBC EMC H/H	2701000041	10/31/2018
Parsons Brinckerhoff, Inc.	F0501603	Corporation	Active	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	Professional Engineering & Architecture	0411000137	02/28/2018
Vanasse Hangen Brustlin, Inc. (VHB)	F1170440	Foreign Corporation	Active	4500 Main Street Suite 400 Virginia Beach, VA 23462	ENG, LS, LA	0411000348	02/28/2018
KCI Technologies, Inc.	F059869-0	Corporation	Active	122 C Street, NW, Suite 500, Washington, DC 20001	ENG	0411000983	02/28/2018
O. R. Colan Associates, LLC	T0653610	Foreign LLC	Active	7005 Shannon Willow Road, Suite 100 Charlotte, NC 28226	Real Estate Appraisal Board	4008001545	07/31/2017
Harris Miller Miller & Hanson Inc.	F145187	Foreign Corporation	Active/ Good Standing	N/A	N/A	N/A	N/A
H&B Surveying and Mapping, LLC	S290560-4	Limited Liability Company	Active	612 Hull Street Suite 101B Richmond, VA 23224	Business Entity	0407005432	12/31/2017
Hassan Water Resources, PLC	S2293282	Professional Limited Liability	Active	2255 Parkers Hill Drive, Maidens VA 23102	ENG	0413000299	12-31-2017

ATTACHMENT 3.2.10

State Project No. 0064-965-229, Contract ID: C00106689DB97

SCC and DPOR Information

Circa~ Cultural Resource Management, LLC	S1616038	LLC	Active				

DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)

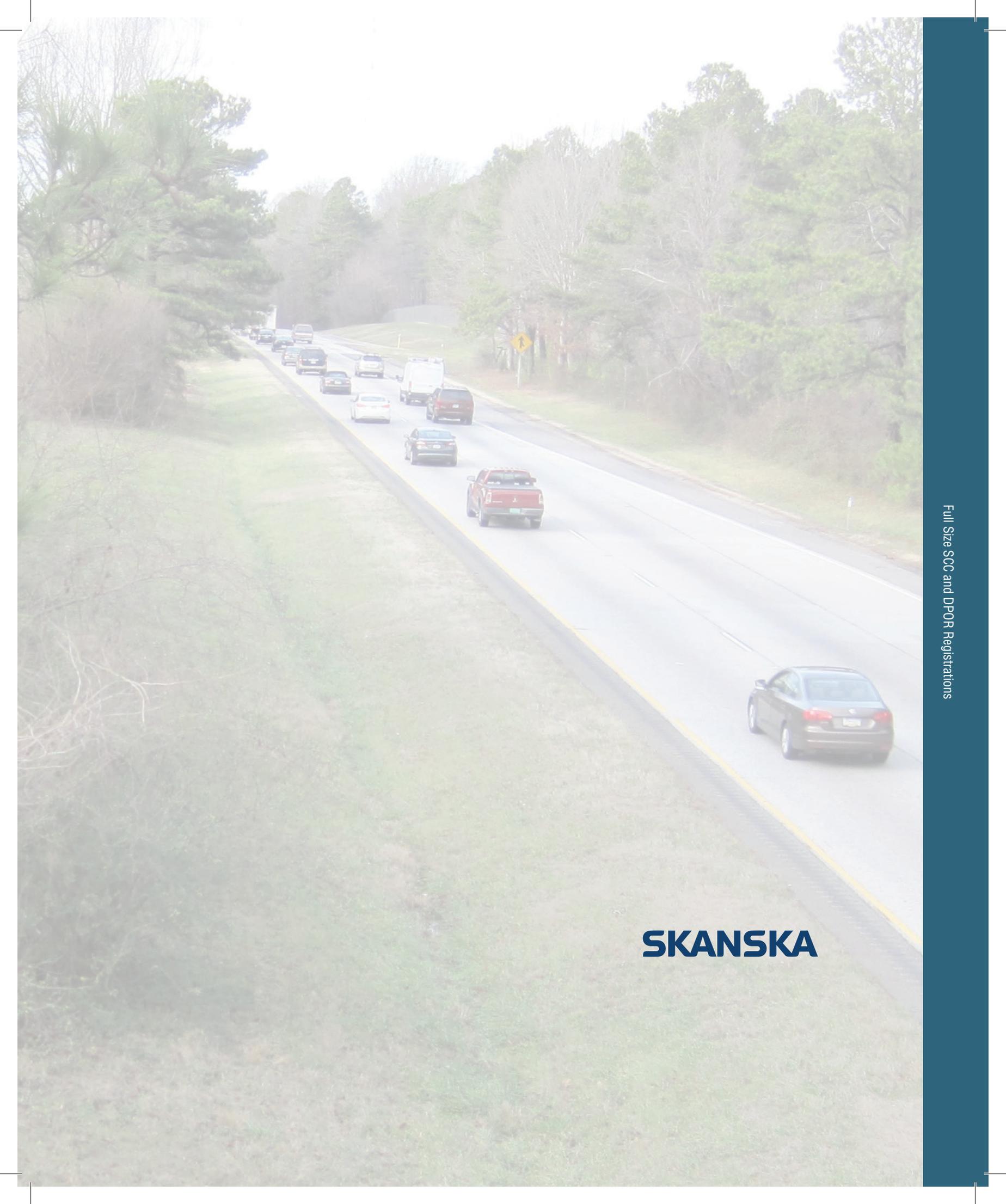
Business Name	Individual's Name	Office Location Where Professional Services will be Provided (City/State)	Individual's DPOR Address	DPOR Type	DPOR Registration Number	DPOR Expiration Date
Skanska USA Civil Southeast Inc.	William Brent Hunt	295 Bendix Road, Suite 400, Virginia Beach, VA 23452	102 Flamingo Place Yorktown, VA 23692	PE	0402038999	06-30-2018
Parsons Brinckerhoff, Inc.	Philip M Lohr	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	2017 Saint Brides Rd W Chesapeake, VA 23322	PE	0402046938	12-31-2017
Parsons Brinckerhoff, Inc.	Frederick Howard Parkinson III	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	PE	0402031362	06-30-2017
Parsons Brinckerhoff, Inc.	Derek John Piper	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	PE	0402046886	12-31-2017
Parsons Brinckerhoff, Inc.	Timothy Raymond Rayner	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	P. O. Box 55019 Virginia Beach, VA 23471	PE	0402041012	06-30-2017
Parsons Brinckerhoff, Inc.	Timothy Paul Anderson	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	227 43rd Street Virginia Beach, VA 23451	PE	0402040134	06-30-2017
Parsons Brinckerhoff, Inc.	Ian James Chaney	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	4649 Pleasant Avenue, Norfolk, VA 23518	PE	0402045761	07-31-2017
Parsons Brinckerhoff, Inc.	Rex Darrin Gilley	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	5377 Blackwater Loop, Virginia Beach, VA 23457	PE	0402025213	06-30-2018

ATTACHMENT 3.2.10

State Project No. 0064-965-229, Contract ID: C00106689DB97

SCC and DPOR Information

Parsons Brinckerhoff, Inc.	Gregory George Hoer	612 Hull Street Suite 101B Richmond, VA 23224	6500 Beverly Road, Baltimore, MD 21239	LS	0406001737	12-31-2017
Parsons Brinckerhoff, Inc.	Robin Renee Huelsbeck	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	1017 Jamie Drive, Pensacola, FL 32506	PE	0402038150	01-31-2018
Parsons Brinckerhoff, Inc.	Melissa Jean Simpson	277 Bendix Road, Suite 300, Virginia Beach, VA 23452	3052 Bradwill Road, Richmond, VA 23225	PE	0402049366	12-31-2017
Hassan Water Resources, PLC	Gamal E. Hassan	2255 Parkers Hill Drive Maidens, VA 23102-2244	2255 Parkers Hill Drive, Maidens, VA 23102	ENG	0402033382	06-30-2017
Hassan Water Resources, PLC	John Thomas Downer	2255 Parkers Hill Drive Maidens, VA 2312-2244	111 Dogwood Drive, Manakin- Sabot, VA 23103	ENG	0402032730	01-31-2019
H&B Surveying & Mapping, LLC	Leslie Ray Byrnside	612 Hull Street Suite 101B Richmond, VA 23224	4100 Ketcham Drive, Chesterfield, VA 23832	LS	0403002362	06-30-2017



SKANSKA

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

10-31-2018

NUMBER

2701000041

BOARD FOR CONTRACTORS
CLASS A CONTRACTOR
CLASSIFICATIONS CBC EMC H/H



SKANSKA USA CIVIL SOUTHEAST INC
295 BENDIX ROAD
STE 400
VIRGINIA BEACH, VA 23452



Jay W. DeBoer
Jay W. DeBoer, Director

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

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COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

CLASS A BOARD FOR CONTRACTORS
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CLASSIFICATIONS CBC EMC H/H
NUMBER: 2701000041 EXPIRES: 10-31-2018

SKANSKA USA CIVIL SOUTHEAST INC
295 BENDIX ROAD
STE 400
VIRGINIA BEACH, VA 23452



(FOLD)

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

DPOR-PC (05/2015)

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04/04/17

CISM0180

CORPORATE DATA INQUIRY

16:36:05

CORP ID: 0038275 - 4 STATUS: 00 ACTIVE STATUS DATE: 06/22/11
 CORP NAME: Skanska USA Civil Southeast Inc.

DATE OF CERTIFICATE: 05/09/1932 PERIOD OF DURATION: INDUSTRY CODE: 00
 STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
 MERGER IND: S SURVIVOR CONVERSION/DOMESTICATION IND:
 GOOD STANDING IND: Y MONITOR INDICATOR:
 CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:
 R/A NAME: CORPORATION SERVICE COMPANY

STREET: BANK OF AMERICA CENTER, 16TH FLOOR AR RTN MAIL:
 1111 EAST MAIN STREET
 CITY: RICHMOND STATE : VA ZIP: 23219-0000
 R/A STATUS: 5 B.E. AUTH IN VIEFF. DATE: 07/01/14 LOC : 216
 ACCEPTED AR#: 217 51 3129 DATE: 04/04/17 RICHMOND CITY
 CURRENT AR#: 217 51 3129 DATE: 04/04/17 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
17	1,700.00					1,000,000

(Screen Id:/Corp_Data_Inquiry)

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Skanska USA Civil Southeast Inc.

General

SCC ID: 00382754
 Entity Type: Corporation
 Jurisdiction of Formation: VA
 Date of Formation/Registration: 5/9/1932
 Status: Active
 Shares Authorized: 1000000

Principal Office

295 BENDIX RD STE 400
 VIRGINIA BEACH VA23452

Registered Agent/Registered Office

CORPORATION SERVICE COMPANY
 BANK OF AMERICA CENTER, 16TH FLOOR
 1111 EAST MAIN STREET
 RICHMOND VA 23219
 RICHMOND CITY 216
 Status: Active
 Effective Date: 7/1/2014

Select an action

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Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That Skanska USA Civil Southeast Inc. is duly incorporated under the law of the Commonwealth of Virginia;

That the date of its incorporation is May 9, 1932;

That the period of its duration is perpetual; and

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

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:
April 13, 2017*

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

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation
9960 Mayland Drive, Suite 400, Richmond, VA 23233
Telephone: (804) 367-8500

EXPIRES ON

02-28-2018

NUMBER

0411000137

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

PROFESSIONS: ENG, ARC



**PARSONS BRINCKERHOFF INC
277 BENDIX ROAD
SUITE 300
VIRGINIA BEACH, VA 23452**



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

James W. DeBorja
James W. DeBorja, Director

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DPOR-LIC (05/2015)

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Parsons Brinckerhoff, Inc.

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Business Entities

UCC or Tax Liens

Court Services

Additional Services

General

SCC ID: F0501603
Entity Type: Foreign Corporation
Jurisdiction of Formation: NY
Date of Formation/Registration: 2/11/1986
Status: Active
Shares Authorized: 30000

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Principal Office

ONE PENN PLAZA
NEW YORK NY10119

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Registered Agent/Registered Office

CT CORPORATION SYSTEM
4701 COX ROAD, SUITE 285
GLEN ALLEN VA 23060
HENRICO COUNTY 143
Status: Active
Effective Date: 10/4/2013

Screen ID: e1000
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Build # 1.0.0.15949

Commonwealth OF Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That Parsons Brinckerhoff, Inc., a corporation incorporated under the law of New York, is authorized to transact business in the Commonwealth of Virginia;

That it obtained a certificate of authority to transact business in Virginia from the Commission on February 11, 1986; and

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

Nothing more is hereby certified.



Signed and Sealed at Richmond on this Date:

March 21, 2014

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

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON
02-28-2018

NUMBER
0411000348

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

PROFESSIONS: ENG, LS, LA



VANASSE HANGEN BRUSTLIN INC
TWO COLUMBUS CENTER
SUITE 400
VIRGINIA BEACH, VA 23462



Jay W. DeBoen
Jay W. DeBoen, Director

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

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DPOR-LIC (05/2015)
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COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR APELSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000348 EXPIRES: 02-28-2018
PROFESSIONS: ENG, LS, LA
VANASSE HANGEN BRUSTLIN INC
TWO COLUMBUS CENTER
SUITE 400
VIRGINIA BEACH, VA 23462



(FOLD)

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DPOR-PC (05/2015)



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Vanasse Hangen Brustlin, Inc.

General

SCC ID: F1170440
 Entity Type: Foreign Corporation
 Jurisdiction of Formation: MA
 Date of Formation/Registration: 3/18/1994
 Status: Active
 Shares Authorized: 15000

Principal Office

101 WALNUT ST.
 WATERTOWN MA02471

Registered Agent/Registered Office

REGISTERED AGENT SOLUTIONS INC
 7288 HANOVER GREEN DR
 MECHANICSVILLE VA 23111
 HANOVER COUNTY 142
 Status: Active
 Effective Date: 12/11/2008

Select an action

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Commonwealth OF Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That Vanasse Hangen Brustlin, Inc., a corporation incorporated under the law of Massachusetts, is authorized to transact business in the Commonwealth of Virginia;

That it obtained a certificate of authority to transact business in Virginia from the Commission on March 18, 1994; and

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

Nothing more is hereby certified.



Signed and Sealed at Richmond on this Date:

March 9, 2017

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

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation
9960 Mayland Drive, Suite 400, Richmond, VA 23233
Telephone: (804) 367-8500

EXPIRES ON
02-28-2018

NUMBER
0411000983

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

PROFESSIONS: ENG



KCI TECHNOLOGIES INC
122 C STREET NW STE 500
WASHINGTON, DC 20001



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

James W. DeBoer
James W. DeBoer, Director

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DPOR-LIC (05/2015)
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 COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR APESCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000983 EXPIRES: 02-28-2018
PROFESSIONS: ENG
KCI TECHNOLOGIES INC
122 C STREET NW STE 500
WASHINGTON, DC 20001



(FOLD)

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State Corporation Commission

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Virginia.gov

CISM0180

CORPORATE DATA INQUIRY

04/19/17

14:12:04

CORP ID: F059869 - 0 STATUS: 00 ACTIVE STATUS DATE: 01/18/06
CORP NAME: KCI Technologies, Inc.

DATE OF CERTIFICATE: 12/19/1988 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF INCORPORATION: DE DELAWARE STOCK INDICATOR: S STOCK
MERGER IND: S SURVIVOR CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:
R/A NAME: CORPORATION SERVICE COMPANY

STREET: Bank of America Center, 16th Floor AR RTN MAIL:
1111 East Main Street
CITY: RICHMOND STATE : VA ZIP: 23219-0000
R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 04/29/11 LOC : 216
ACCEPTED AR#: 216 17 2564 DATE: 11/23/16 RICHMOND CITY
CURRENT AR#: 216 17 2564 DATE: 11/23/16 STATUS: A ASSESSMENT INDICATOR: 0
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
16 100.00 1,000

(Screen Id:/Corp_Data_Inquiry)

Commonwealth OF Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That KCI Technologies, Inc., a corporation incorporated under the law of Delaware, is authorized to transact business in the Commonwealth of Virginia;

That it obtained a certificate of authority to transact business in Virginia from the Commission on December 19, 1988; and

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

Nothing more is hereby certified.



Signed and Sealed at Richmond on this Date:

January 11, 2017

Joel H. Peck

Joel H. Peck, Clerk of the Commission

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA

EXPIRES ON
07-31-2017

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

NUMBER
4008001545

REAL ESTATE APPRAISER BOARD
APPRAISAL BUSINESS REGISTRATION

O R COLAN ASSOCIATES OF FLORIDA LLC
11121 CARMEL COMMONS BOULEVARD
SUITE 200
CHARLOTTE, NC 28226



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APPRAISAL BUSINESS REGISTRATION
NUMBER: 4008001545 EXPIRES: 07-31-2017

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

O R COLAN ASSOCIATES OF FLORIDA LLC
11121 CARMEL COMMONS BOULEVARD
SUITE 200
CHARLOTTE, NC 28226



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O.R. COLAN ASSOCIATES, LLC

General

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

Principal Office

7005 SHANNON WILLOW RD STE 100
 CHARLOTTE NC28226

Registered Agent/Registered Office

CORPORATION SERVICE COMPANY
 1111 E MAIN ST
 BANK OF AMERICA CENTER 16TH FL
 RICHMOND VA 23219
 RICHMOND CITY 216
 Status: Active
 Effective Date: 5/9/2016

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Build #: 1.0.0.30644

Commonwealth OF Virginia



State Corporation Commission

CERTIFICATE OF FACT

I Certify the Following from the Records of the Commission:

That O.R. COLAN ASSOCIATES, LLC, a limited liability company organized under the law of Florida, obtained a certificate of registration to transact business in Virginia from the Commission on May 9, 2016; and

That it is registered to transact business in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:

June 3, 2016

Joel H. Peck

Joel H. Peck, Clerk of the Commission



COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2017

NUMBER

0407005432

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

PROFESSIONS: LS



H & B SURVEYING & MAPPING LLC
612 HULL ST
SUITE 101B
RICHMOND, VA 23224



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


Jay W. DeBoer, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (05/2015)

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF FACT

I Certify the Following from the Records of the Commission:

That H & B Surveying and Mapping, LLC is duly organized as a limited liability company under the law of the Commonwealth of Virginia;

That the date of its organization is April 27, 2009; and

That the limited liability company is in existence in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.

*Signed and Sealed at Richmond on this Date:
April 25, 2017*



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

Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, April 27, 2009

This is to certify that the certificate of organization of

H & B Surveying and Mapping, LLC

was this day issued and admitted to record in this office and that the said limited liability company is authorized to transact its business subject to all Virginia laws applicable to the company and its business. Effective date: April 27, 2009



State Corporation Commission
Attest:

Joel H. Beck
Clerk of the Commission

SCC ID: S2905604

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southeast.esteeming@skanska.com | Profile | Log Out



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H & B Surveying and Mapping, LLC

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- Additional Services**

General

SCC ID: S2905604
 Entity Type: Limited Liability Company
 Jurisdiction of Formation: VA
 Date of Formation/Registration: 4/27/2009
 Status: Active

Select an action

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Principal Office

612 HULL STREET STE 101B
 RICHMOND VA23224

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Registered Agent/Registered Office

TIMOTHY H GUARE
 TIMOTHY H GUARE PLC
 6802 PARAGON PL STE 100
 HENRICO VA 23230
 HENRICO COUNTY 143
 Status: Active
 Effective Date: 7/2/2009

Screen ID: e1000

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COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2017

NUMBER

0413000299

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

PROFESSIONS: ENG



HASSAN WATER RESOURCES PLC
HWR
2255 PARKERS HILL DRIVE
MAIDENS, VA 23102-2244



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


Jay W. DeBoer, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (05/2015)

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF FACT

I Certify the Following from the Records of the Commission:

That Hassan Water Resources, PLC is duly organized as a limited liability company under the law of the Commonwealth of Virginia;

That the date of its organization is July 16, 2007; and

That the limited liability company is in existence in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.



*Signed and Sealed at Richmond on this Date:
April 25, 2017*

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

Alert to corporations regarding unsolicited mailings from VIRGINIA COUNCIL FOR CORPORATIONS is available from the Bulletin Archive link of the Clerk's Office website

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southeast.esteeming@skanska.com | Profile | Log Out



SCC eFile Business Entity Details



Hassan Water Resources, PLC

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General

SCC ID: S2293282
 Entity Type: Limited Liability Company
 Jurisdiction of Formation: VA
 Date of Formation/Registration: 7/16/2007
 Status: Active

Select an action

- [File a registered agent change](#)
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 MAIDENS VA23102

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Registered Agent/Registered Office

GAMAL E HASSAN
 2255 PARKERS HILL DR
 MAIDENS VA 23102
 GOOCHLAND COUNTY 137
 Status: Active
 Effective Date: 5/4/2010

Screen ID: e1000

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Commonwealth OF Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That Harris Miller Miller & Hanson Inc., a corporation incorporated under the law of Massachusetts, is authorized to transact business in the Commonwealth of Virginia;

That it obtained a certificate of authority to transact business in Virginia from the Commission on December 6, 2000; and

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

Nothing more is hereby certified.



Signed and Sealed at Richmond on this Date:

April 25, 2017

Joel H. Peck

Joel H. Peck, Clerk of the Commission

Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, December 6, 2000

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

Harris Miller Miller & Hanson Inc.

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



State Corporation Commission

Attest:

Joel H. Beck

Clerk of the Commission

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General

SCC ID: F1451857
 Entity Type: Foreign Corporation
 Jurisdiction of Formation: MA
 Date of Formation/Registration: 12/6/2000
 Status: Active
 Shares Authorized: 300000

Select an action

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77 SOUTH BEDFORD ST
 BURLINGTON MA01803

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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: 6/12/2015

Screen ID: e1000

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**WILLIAM BRENT HUNT
102 FLAMINGO PL
YORKTOWN, VA 23692**



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July W. DeBoer
July W. DeBoer, Director

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PHILIP M LOHR
2017 SAINT BRIDES RD W
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Jan W. DeBoer
Jan W. DeBoer, Director

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PROFESSIONAL ENGINEER LICENSE

FREDERICK HOWARD PARKINSON III
PB AMERICAS
277 BENDIX DRIVE
SUITE 300
VIRGINIA BEACH, VA 23452



James W. DeBore
James W. DeBore, Director

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**DEREK JOHN PIPER
PB AMERICAS, INC.
277 BENDIX ROAD
SUITE 300
VIRGINIA BEACH, VA 23452**



Jimmy W. D. Bowen
Jimmy W. Bowen, Director

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TIMOTHY PAUL ANDERSON
227 43RD STREET
VIRGINIA BEACH, VA 23451



James W. DeBoer
James W. DeBoer, Director

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IAN JAMES CHANEY
PARSONS BRINCKERHOFF
4649 PLEASANT AVENUE
NORFOLK, VA 23518



Jan W. DeBorja
Jan W. DeBorja, Director

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**REX DARRIN GILLEY
5377 BLACKWATER LOOP
VIRGINIA BEACH, VA 23457**



Jerry W. DeBorja
Jerry W. DeBorja Director

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**GREGORY GEORGE HOER
6500 BEVERLY RD
BALTIMORE, MD 21239**



James W. DeBorja
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ROBIN RENEE HUELSBECK
1017 JAMIE DRIVE
PENSACOLA, FL 32506



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MELISSA JEAN SIMPSON
3052 BRADWILL RD
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GAMAL ELDIN HASSAN
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PROFESSIONAL ENGINEER LICENSE



JOHN THOMAS DOWNER JR
111 DOGWOOD DRIVE
MANAKIN-SABOT, VA 23103



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Jay W. DeBoer, Director

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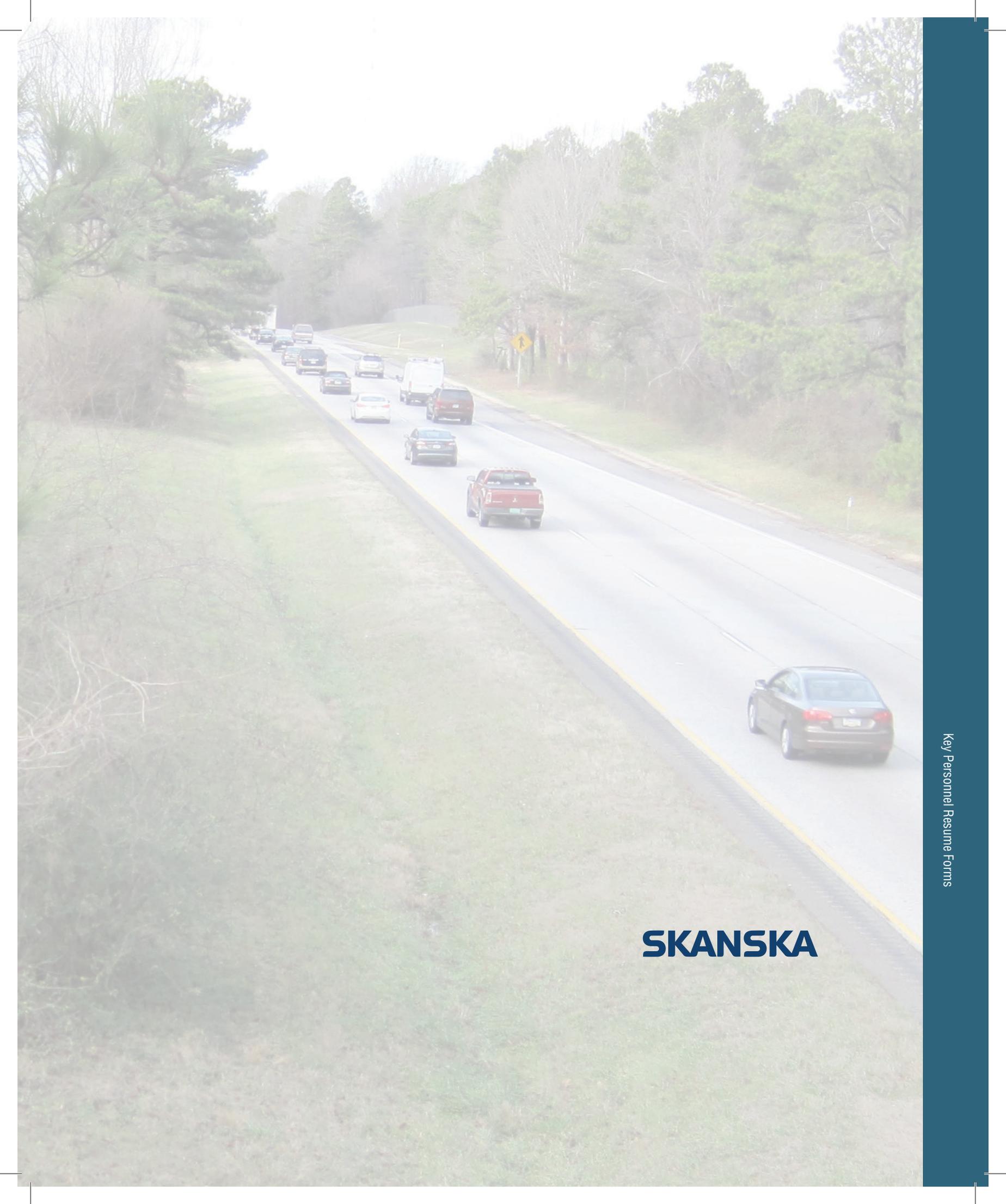
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4100 KETCHAM DR
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SKANSKA

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: John Hellman, Design-Build Project Manager
b. Project Assignment: Design-Build Project Manager
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) : Skanska USA Civil Southeast, Inc. Full time
d. Employment History: With this Firm 14 Years With Other Firms 15 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 experience shall be included in Section (g) below): John Hellman has over 29 years of experience in heavy civil construction projects where has been working as a well-organized project manager and has successfully managed several large, complex, urban transportation and environmentally challenging Interstate Improvement projects. Working for Skanska for more than 14 years, he is fully committed to resolve project issues, promote safety culture and environmental practices; pursue customer satisfaction and attend to stakeholders requirements during the design and construction of his projects. He promotes extensive communication between the stakeholders on his teams to identify and mitigate project risks and to find solutions that meet contract quality requirements. He consistently works to integrate the design and construction managers, creating a “one team” approach. He serves as the main point of contact to the project team and ensures a seamless continuity between preconstruction and construction. Over the course of his career, John has experience in managing Design-Build contracts with the sum of their values exceeding \$3 Billion. John lives by Skanska’s values (Safety, Ethics and Inclusion) and currently resides in Richmond, Virginia. <ul style="list-style-type: none">• I-4 Ultimate Widening and Reconstruction Orlando FL / Florida Department of Transportation (FDOT) - Skanska USA Civil Southeast Inc. – (May 2015 – Present), Design-Build Project Manager• Greenbelt Test Track and Maintenance Facility, Greenbelt, MD/ Washington Metropolitan Area Transit Authority (WMATA) - Skanska USA Civil Southeast Inc. – (May 2014 – March 2016), Design-Build Project Manager• I-695 Widening D-B (11th Street Corridor), Washington, DC / District Department of Transportation (DDOT) - Skanska USA Civil Southeast Inc. – (May 2014 – Jun 2015), Design-Build Project Manager• Elm Avenue, Roanoke VA/ Virginia Department of Transportation (VDOT) - American Infrastructure Inc - (Nov 2012 – May 2014), Area Manager/Project Manager• Middle Ground Blvd, Newport News, VA/ Virginia Department of Transportation (VDOT) American Infrastructure Inc - (Nov 2012 – May 2014), Area Manager/Project Manager• Moly Corp. Mountain Pass, CA/ Sundt Construction (April 2011- Nov 2012) Area Manager/Project Manager• Abengoa Solar Plant, Gila Bend, AZ/ Abengoa Teyma – Sundt Construction- (Sep 2009 - April 2011) – Area Manager / Project Manager• I-95 Reconstruction and Turtle River Bridges, Brunswick, GA / Georgia Department of Transportation (GDOT) - Skanska USA Civil Southeast Inc. – (Sep 2008 – Jun 2009), Project Manager• Shands Hospital Tunnel, Gainesville, FL / Shands Teaching Hospital and Clinics - Skanska USA Civil Southeast Inc. – (May 2008 – Dec 2008), Project Manager• Cumming Advanced Water Reclamation Facility, Cumming, GA / City of Cumming, Department of Utilities - Skanska USA Civil Southeast Inc. – (Jul 2006 – Oct 2008), Project Manager• R.M. Clayton Water Reclamation Facility, Atlanta, GA / City of Atlanta - Skanska USA Civil Southeast Inc. – (April 2006 – Sep – 2007), Project Manager• West Area CSO Treatment Plant, Atlanta, GA / City of Atlanta - Skanska USA Civil Southeast Inc. – (Sep 2005, September – 2007), Project Manager• F. Wayne Hill Water Resources Center, Buford, GA / Gwinnett County, Department of Public Utilities - Skanska USA Civil Southeast Inc. – (Feb, 2003 – Aug, 2005), Project Manager• CBO Plant, Georgetown, SC / ESI, Inc. of Tennessee – (Aug 2001 – Feb 2003), Project Manager
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Colorado State University, Fort Collins, CO / B.S. / 1988/ Construction Management
f. Active Registration: Year First Registered/ Discipline/VA Registration #: N/A
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none">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. Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.

(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.)

Project Name: I-4 Ultimate Widening and Reconstruction D-B, Orlando FL **Dates:** May 2015 - present

Company: Skanska USA Civil Southeast Inc.

Owner: Florida Department of Transportation (FDOT)

Project Role: Project Manager

Specific Responsibilities:

John, a Project Manager assigned to this Public-Private Partnership (PPP) project valued in \$2.3 billion having overall responsibilities for design and construction phases in this complex and challenging work in Florida. In addition, he is responsible for quality management, contract administration, procurement, financial administration, planning and effective cost control implementation. He develops and maintains strong relationships with all project stakeholders including FDOT officials for this iconic project placed in urban areas. With John's leadership, the project team achieved the prestigious Envision® Platinum award from the Institute for Sustainable Infrastructure (ISI). John is implementing innovative solutions for low-maintenance costs and a strong public communication outreach with all stakeholders involved.

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project✓ Capacity Improvements✓ Complex MOT✓ Utilities relocation✓ Public Involvement✓ Project Manager Role✓ Roadway Reconstruction✓ Environmental permitting✓ Bridge replacement✓ Drainage✓

Project Name: I-695 Widening D-B (11th Street Corridor), Washington, DC **Dates:** May 2014 – Jun 2015

Company: Skanska USA Civil Southeast Inc.

Owner: District Department of Transportation (DDOT)

Project Role: Design- Build Project Manager

Specific Responsibilities:

John assumed responsibility for overall management of this multiple award-winning \$375 million Design-Build project. His duties included customer relations, ensuring that contract requirements were met, schedule, cost management, managerial staff management and oversight of quality, safety, documentation, reporting, and subcontractors. Mr. Hellman had the authority to commit joint venture resources to complete the project, and to stop work if it was not being performed correctly or safely. John's team successfully completed the largest Design-Build contract in DDOT history.

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project✓ Capacity Improvements✓ Complex MOT✓ Utilities relocation✓ Public Involvement✓ Project Manager Role✓ Roadway Reconstruction✓ Environmental management✓ Bridge replacement✓ Drainage✓

Project Name: I-95 Reconstruction, Brunswick, GA

Dates: Sep 2008 – Jun 2009

Company: Skanska USA Civil Southeast Inc.

Owner: Georgia Department of Transportation (GDOT)

Project Role: Project Manager

Specific Responsibilities:

John was charged with oversight of this \$200 million roadway project. He was responsible for customer relations, ensuring compliance with regulations and specifications, and had overall responsibility for all outcomes on the project including quality, safety, budget, schedule, and environmental. Widening and Reconstruction work was performed adjacent to an active interstate highway, which required extensive maintenance of traffic and safety activities. Also included in the scope of work was over 200,000 tons of Asphalt Paving and 50,000 AADT.

Relevancy for I-64 Capacity Improvements, Segment III

Project Manager Role ✓ Capacity Improvements✓ Complex MOT✓ Tidal wetlands✓ Retaining walls✓ Public Involvement✓ Roadway Reconstruction✓ Environmental management✓ Bridge replacement✓ Drainage✓

* 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.

John is currently assigned full-time to the I-4 Ultimate Reconstruction PPP in Orlando, FL. Upon an award of the I-64 Capacity Improvements Segment III project, he will be released from I4 Project in order to be available to serve as Design-Build Project Manager. On the I-64 Capacity Improvements Project, John will be fully committed as Design-Build Project Manager through the design and construction phases of the project.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Brent Hunt, PE, Project Manager
b. Project Assignment: Responsible Charge Engineer (RCE)
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) : Skanska USA Civil Southeast Inc., Full time
d. Employment History: With this Firm <u>20</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): Brent has 20 years of experience in the construction industry, (all with Skanska USA Civil Southeast Inc.) including eight years of experience in project management. He specializes in highway, complex interchange work, construction of bridges in a marine environment, and working with sensitive wetlands during complex civil construction. Brent also has extensive experience in managing all aspects of safety, subcontractors and quality on a job. Brent's experience in challenging construction environments has provided him with a diverse skill-set in scheduling, budgeting, customer relations, procurement, reporting, and public relations. As a 20-year veteran of Skanska, Brent consistently has shown professional skills to organize and manage complex projects in line with Skanska's corporate values of "caring for life" and "being better together". The majority of the projects he has worked on have been VDOT projects where he gained a strong knowledge in specifications regulations, agency interactions and environmental mitigations. Brent is fully committed to finding innovative design solutions during the project and he has leadership to convey relevant engineering decisions with a goal a quality final product. Brent Hunt is a Professional Engineer registered in the Commonwealth of Virginia, and resides in the Williamsburg area. <ul style="list-style-type: none">• I-264 Widening/MLK Extension D-B, Portsmouth and Norfolk, VA / Virginia Department of Transportation (VDOT) - Skanska USA Civil Southeast Inc. – (Apr 2012 – Present), Project Manager / Design Build Coordinator• Huguenot Bridge Replacement, Richmond, VA / Virginia Department of Transportation (VDOT) - Skanska USA Civil Southeast Inc. – (Oct 2010 – Mar 2012), Project Manager• Bridge of Lions Rehabilitation, St. Augustine, FL/ Florida Department of Transportation (FDOT) - Skanska USA Civil Southeast Inc. – (Apr 2010 – Sep 2010), Project Manager• Norfolk Light Rail, Norfolk, VA/Hampton Roads Transit (HRT) – Skanska USA Civil Southeast Inc. – (Jan 2010 – Mar 2010), Structures Superintendent• Judith Dresser Memorial Bridge (Rt.5) over the Chickahominy River, Charles City & James City Counties, VA / Virginia Department of Transportation (VDOT) - Skanska USA Civil Southeast Inc. – (Feb 2007 – Dec 2009), Project Engineer / Project Manager• APM Roadways Improvements D-B, Portsmouth, VA / Virginia Department of Transportation (VDOT) - Skanska USA Civil Southeast Inc. – (Oct 2005 – Jan 2007), Project Engineer• Pimmers Point Interchange, Portsmouth, VA / Virginia Department of Transportation (VDOT) - Skanska USA Civil Southeast Inc. – (May 2003 – Sep 2005), Assistant Project Manager• Crane Rail Interconnect & Oil Waste Collection System, Norfolk Naval Shipyard, Portsmouth, VA / US Navy NAVFAC - Skanska USA Civil Southeast Inc. – (May 1999 – Apr 2003), Quality Control
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Polytechnic Institute and State University, Blacksburg, VA / BS, Civil Engineering / 1996
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 2004 / Professional Engineer / Virginia Registration No. 038999
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none">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> (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.)

Project Name: I-264 Widening/MLK Extension D-B, Portsmouth and Norfolk, VA **Dates:** Apr, 2012 - present

Company: Skanska USA Civil Southeast Inc. **Owner:** Virginia Department of Transportation (VDOT)

Project Role: Project Manager / Design-Build Coordinator

Specific Responsibilities:

As a Project Manager, Brent manages on-site project progress to ensure that schedule, budget, and quality expectations are being met. He oversees a team of project employees and maintains responsive communication with the customer and community. Brent provides leadership and direction to the project team, ensures compliance with safety, quality, and environmental policies, as well as manages cost and schedule. Brent currently works with the Martin Luther King segment of the project and manages a large group of subcontractors on-site. During the first year of this project, Brent worked as Design-Build Coordinator, working closely with our designers (WSP|PB) and representatives of VDOT reviewing the plans for constructability issues and potential cost savings. He was closely involved in prioritizing, scheduling and submitting design package submittals and addressing comments in the early stages of this project.

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project ✓ Capacity Improvements ✓ Complex MOT ✓ Utilities relocation ✓ Public Involvement ✓ Project Manager Role ✓ Roadway Reconstruction ✓ Environmental permitting ✓ Bridge replacement ✓ Urban areas ✓

Project Name: Huguenot Bridge Replacement, Richmond, VA **Dates:** Oct, 2010 – Mar 2012

Company: Skanska USA Civil Southeast Inc. **Owner:** Virginia Department of Transportation (VDOT)

Project Role: Project Manager

Specific Responsibilities:

Brent was responsible for all aspects of operations on this \$40 million VDOT project to replace the Huguenot Bridge in Richmond, VA. His daily activities included customer relations; supervision of line and supervisory personnel; quality, safety, and environmental oversight; subcontractor oversight; materials procurement; scheduling and budget. Brent provided solutions for the project team when flooding of the James River occurred and the team overcame schedule delay. This project was particularly challenging because the structure crossed over wetlands, a state park, the James River, an archaeological site, CSX railroad, and the Kanawha Canal (which provides the drinking water for the City of Richmond). A 36" water line ran parallel to the east side of the new bridge which limited crane access on one side. Brent and his team overcame these challenges to provide success on several levels for VDOT's Huguenot Bridge project.

Relevancy for I-64 Capacity Improvements, Segment III

VDOT Project ✓ Capacity Improvements ✓ Complex MOT ✓ Utilities relocation ✓ Public Involvement ✓ Project Manager Role ✓ Historical sites ✓ Environmental management ✓ Bridge replacement ✓ Drainage ✓

Project Name: APM Roadways Improvements, Portsmouth D-B, VA **Dates:** Oct, 2005 – Jan, 2007

Company: Skanska USA Civil Southeast Inc. **Owner:** Virginia Department of Transportation (VDOT)

Project Role: Project Engineer

Specific Responsibilities:

As a Project Engineer, Brent was responsible for providing support and assistance to the Project Manager on this \$22 million design-build project (VDOT's first Roadway Design-Build) by ensuring compliance with safety policy; supporting the field staff as directed; expediting deliveries; assisting the Superintendent and Project Manager with safety and quality control; maintaining accurate contract documents, including specifications, addenda, and changes to work; maintaining shop drawings and submittal logs; communicating progress and problems to various project stakeholders. Skanska's design consultant partner on this project was VHB who is sub-consultant to WSP|PB on our Segment 3 team.

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project ✓ Capacity Improvements ✓ Tidal wetlands ✓ Utility relocation ✓ Public Involvement ✓ VDOT Project ✓ Roadway Reconstruction ✓ Environmental management ✓ Interchange ✓ Drainage ✓ Urban areas ✓

* 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.

Brent is currently assigned full-time to the soon-to-be-completed Elizabeth River Tunnels in Portsmouth, VA. Upon award of the I-64 Capacity Improvements Segment III contract, he will be released to serve as Responsible Charge Engineer (RCE) for this project working through both the design and construction stages.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Jay Huston, P.E., Quality Assurance Manager
b. Project Assignment: Quality Assurance Manager (QAM)
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) : KCI Technologies Inc., Full Time
d. Employment History: With this Firm 1 Years With Other Firms 20 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): Jay is an experienced Quality Assurance Manager on VDOT Design-Build Projects, and is a professional civil engineer with experience leading strategic quality initiatives for all facets of construction programs and business operations. He has project and leadership experience with engineering and trades supervision through corporate quality control programs. Some of Jay's most relevant project experience includes: heavy civil horizontal and vertical construction; quality control and quality assurance management; project management and controls; contracts administration and procurement; leadership and employee/team development; business and financial processes; health, safety and environmental management; and federal and VDOT quality programs. <ul style="list-style-type: none">• Military Highway CFI, Norfolk, VA / Virginia Department of Transportation (VDOT) - KCI Technologies Inc. – (Nov 2016 – Present), Quality Assurance Manager• I-264 Widening/MLK Extension D-B, Portsmouth and Norfolk, VA / Virginia Department of Transportation (VDOT) – JMT. – (Aug 2015 – Nov 2016), Quality Assurance Manager• Architectural and Engineering Services Director – Planate Management Group, Virginia Beach, VA (Feb 2013 – Aug 2015)• Senior Associate and Engineering Project Manager – TranSystems LLC, Norfolk VA - (Aug 2012 – Feb 2013)• Quality Assurance Director/V.P of Operations Support – Burns and Roe LLC, VA Beach, VA - (Sept 2010 – Aug 2012)• Contingency Construction Program Director – Chicago Bridge and Iron, Norfolk, VA - (March 2009 – Aug 2010)• Quality Assurance Director / V.P of Operations Support – Burns and Roe LLC, VA Beach, VA - (Jan, 2007 – Mar 2009)• Engineering Project Manager / Associate – Dewberry and Davis LLC, Norfolk VA, - (Mar 2005 – Jan 2007)• Project Manager, Newport News Shipyard Waterfront Improvement and Modular Fabrication Facility – American Bridge LLC (Mar 2004– Mar 2005)• Operations and Maintenance Program Director, NASA Wallops Island, VA – Cube Corporation. – (May 2000 – Apr 2004)
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Texas A&M University, College Station, Texas / M.S. / 1991 / Civil Engineering United States Naval Academy, Annapolis, Maryland / B.S. / 1981 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1992 / Professional Engineer / Virginia Registration No. 44025
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none">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> (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.)

Project Name: Military Highway CFI, D-B, Norfolk, VA

Dates: Nov, 2016 - present

Company: KCI Technologies Inc.

Owner: Virginia Department of Transportation (VDOT)

Project Role: Quality Assurance Manager

Specific Responsibilities:

Jay performs duties and responsibilities as QAM reporting directly to the Corman JV Design Build Manager. He supervises the Quality Assurance Inspectors for this project and overseas Quality Control Inspectors and the construction contractors are performing in accordance with contract project requirements and the VDOT Minimum Quality Control Requirements for Design Build Projects Manual. He ensures the Materials Notebook, Frequency of Testing Log are maintained and up to date, and that all materials testing, samples, and inspections are performed to demonstrate for contractor conformance to the approved for construction plans and specifications. Jay manages the remediation, disposition and corrective actions for non-compliances and deficiencies. He has authority to stop construction work and withhold payments should it be required to remedy non-conforming work.

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project ✓ VDOT Project ✓ Capacity Improvements ✓ Complex MOT ✓ Public Involvement ✓
Quality Assurance Manager Role ✓ Subcontractors supervision ✓ Safety improvements ✓ Urban areas ✓

Project Name: I-264 Widening/MLK Extension D-B, Portsmouth and Norfolk, VA **Dates:** Aug, 2015 – Nov, 2016

Company: JMT

Owner: Virginia Department of Transportation (VDOT)

Project Role: Quality Assurance Manager

Specific Responsibilities:

Jay performs duties and responsibilities as QAM reporting directly to the SKW Project Design Build Manager. He supervises the Quality Assurance Inspectors for this project and overseas Quality Control Inspectors and the construction contractors are performing in accordance with contract project requirements and the VDOT Minimum Quality Control Requirements for Design Build Projects Manual. He ensures the Materials Notebook, Frequency of Testing Log are maintained up to date and all materials testing, samples, and inspections are performed for contractor conformance to the approved for construction plans and specifications. Mr. Huston manages the remediation, disposition and corrective actions for non-compliances and deficiencies. He has authority to stop construction work and withhold payments should it be required to remedy non-conforming work. He interacts daily with VDOT's owners contractors and the quality control and assurance teams.

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project ✓ VDOT Project ✓ Capacity Improvements ✓ Complex MOT ✓ Utilities relocation ✓ Subs ✓
Quality Assurance Manager Role ✓ Roadway Reconstruction ✓ Environmental permitting ✓ Bridge replacement ✓

Project Name: Eastern Federal Lands Highway Division I-564 Construction D-B

Dates: (Nov, 2016 – Present),

Company: KCI Technologies

Owner: Federal Hwy / Virginia Department of Transportation

Project Role: Quality Assurance Manager

Specific Responsibilities:

Jay is the regional area practice leader for Construction Engineering and Inspection services in the South East Virginia and Hampton Roads region. As such he manages, coordinates, and supervises inspectors and field technicians that serve as Federal Hwy's representatives on the I-564 project. The project entails high-speed interstate, bridges, off ramps retaining walls and storm water structures. Interstate and bridges are constructed to Virginia Department of Transportation specifications and approvals and administered by the Eastern Federal Lands Highway Division

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project ✓ Capacity Improvements ✓ VDOT Specifications and Plans ✓ Tidal wetlands ✓ Utility relocation ✓ Public Involvement ✓ VDOT Project ✓ Roadway Reconstruction ✓ Environmental management ✓
Interchange ✓ Drainage ✓ Urban areas ✓

* 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.

Jay is currently assigned to QAM Military Highway CFI, Norfolk, VA, and his assignment is currently scheduled to complete near March 2018. When a contract is issued for I64 Capacity Improvements Segment III, he will transition toward this project as his responsibilities wind down between January and March 2018 on the Military Highway project.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Frederick H. Parkinson, III, SE, PE, DBIA, ENV SP, Senior Project Manager
b. Project Assignment: Design Manager
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) : WSP Parsons Brinckerhoff, Inc., Full time
d. Employment History: With this Firm <u>34</u> Year With Other Firms <u>2</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): WSP Parsons Brinckerhoff, Inc. Senior Project Manager May 1983 – Present Senior Project Manager specializing in the leadership of conventional as well as design/build delivery of complex, multidisciplinary projects, such as the LaGuardia Redevelopment Project, the Midtown Tunnel, the award winning design/build Vietnam Veterans Memorial Bridge and Route 33 bridges, and the Cooper River Bridge.
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Stevens Institute of Technology, Hoboken, NJ / MS / 1983 / Civil Engineering Stevens Institute of Technology, Hoboken, NJ / BS / 1981 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1997 / Professional Engineer / VA Registration #031362 Also registered as PE in North Carolina, Florida, South Carolina and an SE in Illinois
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none">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> (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.) 1. Design Manager, Parsons Brinckerhoff, Downtown Tunnel/Midtown Tunnel/I-264 Widening/MLK Extension, D-B, Virginia Department of Transportation, Portsmouth and Norfolk, VA, \$1.46 billion Construction value, May 2010 to January 2015. In December 2011, VDOT entered into a \$2.1 billion comprehensive agreement with the developer, ERC, to build a new Midtown Tunnel; rehabilitate the existing Midtown Tunnel and two Downtown Tunnels; and extend the Martin Luther King (MLK) Expressway. ERC hired SKW Construction as the contractor and Parsons Brinckerhoff as lead engineer. Final design began in May 2012. Fred managed the design of the New Midtown Immersed Tube Tunnel and MLK Extension. In this role, Fred was responsible for all of the permanent engineering activities on the project, including both design (concept and final design as well as design integration between disciplines) and construction-support activities (such as shop drawing reviews, RFIs and NCRs), as well as the overall Engineer-of-Record. This design-build project being built under Virginia's PPTA act required delivering critical design activities on-time to support procurement and construction schedules, as well as providing on-site expert engineering services real-time during sensitive construction phases, such as tunnel element placement.

2. Design Manager, Parsons Brinckerhoff, LaGuardia Redevelopment Project, New York, New York, \$4B Construction value, June 2015 to March 2016.

Fred was responsible for plan production of all infrastructure portions of the project. The \$1.18B infrastructure work consisted of completely reworking the airport circulation and access roads, including modifications and widenings of the Grand Central Parkway connections to the main terminals of the airport. The access roadways are a three-level system that provides interconnections between the terminals for passenger cars, taxis, and busses. Work included extensive urban utility relocations for public, private, and sensitive secure communications for airport and FAA security. Also included in Fred's scope were airside utilities and civil work as well as overseeing all sensitive security portions of the access work and building security (including blast and collapse analysis), which required obtaining a security credential from the Port Authority. All construction work on the highly congested site has to be staged to maintain full airport operations at all times, and site constraints require the new facilities to be built within existing ROW through the use of staged construction.

The entire \$4.2 billion public-private partnership project involves the replacement of the LaGuardia Central Terminal Building with a 1.3 million square foot facility with 35 gates housed in two island concourses connected to a central headhouse through glass-encased skybridges with panoramic views of New York. This project is being developed using the P3 and design-build delivery methods, where the developer, contractor and designer work under a single contract to deliver the project.

3. Design Manager, Parsons Brinckerhoff, New Bridge over the St. Lawrence (NBSL), Montreal, Quebec, \$4B Construction value, January 2015 to April 2015.

Responsible for project management during the at-risk phase of this \$4B project to replace a crumbling concrete beam and steel cantilever truss crossing of the St. Lawrence River and Seaway with a new concrete segmental and steel cable stayed bridge with eight lanes spread over three travelways. Design included blast analysis, post-tensioned precast architectural substructures, and provision to convert two center lanes into transit lanes in the future. Total bridge length exceeds two miles, with a 748-foot (228-meter) main span and 558-foot-tall (170-meter-tall) single pylon. There are five interchanges and 12 overpasses on the three 3 miles (4.8 kilometers) of limited access approach roadways.

* 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

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Michael “Mike” Mountain, Construction Manager
b. Project Assignment: Construction Manager (CM)
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) : Skanska USA Civil Southeast Inc.
d. Employment History: With this Firm 8 Years With Other Firms 26 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): Mike has 34 years of experience in construction management, supervision and execution, including multiple years of experience in leading projects as a Superintendent. He provides oversight for construction activities of field craft forces and coordinates daily project activities. Mike specializes in leading construction teams on multi-phased roadway widening and reconstruction Design-Build projects. He has extensive experience with all modes of roadway work from demolition, clearing, erosion control, utility relocations, storm drainage, embankment and excavation, drilling and blasting, MSE and Retaining walls, sub-bases and base, asphalt and concrete paving and associated appurtenances. He is certified, or has been trained in the following: OSHA 30 Hour Training, Mine Rescue, Crane Safety, Hazard Analysis, First Aid/CPR, EEO, Scaffold, Preventing Disease Transmission, and ADA. <ul style="list-style-type: none">• I-4 Ultimate Widening and Reconstruction, D-B, Orlando FL / Florida Department of Transportation (FDOT) - Skanska USA Civil Southeast Inc. – (Jul 2014 – Present), Construction Manager• I-275 Interstate Widening and Reconstruction, D-B, Tampa, FL / Florida Department of Transportation (FDOT) - Skanska USA Civil Southeast Inc. – (Jan 2013 – Jun 2014), Construction Manager• New Base Entry Road, Camp Lejeune Marine Corps Base, NC / US Navy NAVFAC- Skanska USA Civil Southeast Inc. – (Sep 2010 – Dec 2012), Construction Manager• SR-60 Tampa Airport Interchange Reconstruction, Tampa, FL / Florida Department of Transportation (FDOT) - Skanska USA Civil Southeast Inc. – (Jan 2010 – Aug 2010), Construction Manager• I-95 Widening and Rehabilitation, Cocoa Beach, FL / Florida Department of Transportation (FDOT) – Kiewit Corporation – (Jan 2008 – Dec 2009), Construction Manager• SR 464 Design Build, Ocala, FL / Florida Department of Transportation (FDOT) – Kiewit Corporation – (Jan 2007 – Jan 2008), Construction Manager• I- 4 Reconstruction (14th to 50th Street), Tampa, FL / Florida Department of Transportation (FDOT) – Kiewit Corporation – (May 2003 – Jan 2007), Construction Manager• I- 20 Reconstruction, Augusta, GA / Georgia Department of Transportation (GDOT) – Kiewit Corporation – (Jan 2002 – May 2003), Project Roadway Superintendent• Blue Line Project, Chicago, IL / Chicago Transit Authority (CTA) – Kiewit Corporation – (Oct 2001 – Jan 2002), Project Roadway Superintendent• Mars Hill Project, Mars Hill, NC / North Carolina Department of Transportation (NCDOT) – Kiewit Corporation – (Feb 1997 – Oct 2001), Project Earthwork Superintendent
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Genesee Community College, Canandaigua, NY / AAS / 1980 / Marketing
f. Active Registration: Year First Registered/ Discipline/VA Registration #: N/A
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none">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. Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.

(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.)

Project Name: I-4 Ultimate Widening and Reconstruction, D-B, Orlando FL **Dates:** Jul, 2014 - present

Company: Skanska USA Civil Southeast Inc. **Owner:** Florida Department of Transportation (FDOT)

Project Role: Construction Manager

Specific Responsibilities:

As Area 3 Construction Manager on this \$2.3 billion project, Mike is responsible for all aspects of construction on a 5 mile segment of the I-4 project, which includes five major interchanges. His duties include supervision of work teams responsible for subsurface preparation, grading and roadway surface installation. His responsibilities include scheduling, cost management, equipment and materials procurement for this area, safety and quality oversight, and environmental compliance. Mike is also responsible for leading his team in daily work plan reviews, which include an activity hazard analysis. He coordinates with the area project manager, teams working on adjacent segments of the roadway, and project management.

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project ✓ Capacity Improvements ✓ Complex MOT ✓ Utilities relocation ✓ Public Involvement ✓ Construction Manager Role ✓ Roadway Reconstruction ✓ Environmental permitting ✓ Bridges ✓ Drainage ✓

Project Name: I-275 Widening and Reconstruction, D-B, Tampa, FL **Dates:** Jan, 2013 – Jun, 2014

Company: Skanska USA Civil Southeast Inc.

Owner: Florida Department of Transportation (FDOT)

Project Role: Construction Manager

Specific Responsibilities:

Mike was responsible for supervision and construction management on this \$218 million Design-Build project in Tampa, Florida. His duties included scheduling, planning, budgeting, materials acquisition, personnel management, subcontractor coordination, and providing oversight to ensure quality, safety, and environmentally responsible outcomes.

Skanska was awarded a design-build contract for FDOT to widen and reconstruct I-275 (SR 93) between SR-60 (Memorial Highway) and the Hillsborough River in Tampa, Florida. Design and construction followed the guidelines for the Florida Department of Transportation's Ultimate Design Concept for Florida's Interstate highways. A majority of the reconstruction took place in a congested urban downtown area that included the West Tampa Historic Area, with a constrained workspace and a focus on aesthetically enhanced bridge components. Interstate work included replacing portions of the existing I275, constructing 15 new bridges, widening three others, demolition of several structures, coordination of MOT operations with city agencies, and coordination and relocation of existing utilities. Skanska also coordinated with Power, Gas, and Communication Utility agencies to streamline stormwater management installations.

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project ✓ Capacity Improvements ✓ Complex MOT ✓ Utilities relocation ✓ Public Involvement ✓ Roadway Reconstruction ✓ Historical sites ✓ Environmental management ✓ Bridges ✓ Drainage ✓ Aesthetics ✓

Project Name: I-95 Widening and Rehabilitation, D-B, Cocoa Beach, FL **Dates:** Jan, 2008 – Dec, 2009

Company: Kiewit Corporation.

Owner: Florida Department of Transportation (FDOT)

Project Role: Construction Manager

Specific Responsibilities:

Managing all aspects of construction on a \$170M design-build project to widen 12-miles of I95 to the inside, consisting of adding a lane and center divider to existing I-95. Widened from 4 lanes to 6 lanes using asphalt and concrete pavement, 6 bridge widenings, noise walls, modifying Intelligent Transportation Systems, and installing a median barrier wall. Excavation, 435,000 square yards of subgrade/stabilization and 280,000 square yards of pavement base.

Relevancy for I-64 Capacity Improvements, Segment III

Design-Build Project ✓ Capacity Improvements ✓ Complex MOT ✓ Utility relocation ✓ Roadway widening ✓ Roadway Reconstruction ✓ Environmental management ✓ Interchange ✓ Drainage ✓ Noise walls ✓ Paving ✓

* 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.

Mike is currently assigned full-time to the I-4 Ultimate Widening and Reconstruction PPP in Orlando FL. Upon award of the I-64 Capacity Improvements Segment III, he will be released to serve as Construction Manager (CM) for this project.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Jeff Walker, Senior Civil Engineer
b. Project Assignment: Lead Utility Coordination Manager
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) : WSP Parsons Brinckerhoff, Inc., Full time
d. Employment History: With this Firm <u>19</u> Year With Other Firms <u>11</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): WSP Parsons Brinckerhoff, Inc. Project Engineer, Senior Civil Engineer July 1996 – Present Jeff Walker is a Lead Civil Engineer with over 30 years of experience in the design and evaluation of roadway construction and improvement projects in South Hampton Roads. He provides the necessary senior level advice on utility coordination, and has experience analyzing the availability, provision, and procurement of all utility requirements associated with highway widening projects. This requires utility assessment, liaison and coordination at the early stages of a project in order to mitigate any potential conflicts that could affect the project schedule. Jeff has an extensive project history coordinating with the Virginia Department of Transportation, and has been described by members of VDOT's staff as "one of the best, if not the best, VDOT roadway designers" within the entire Hampton Roads transportation industry. Additionally, he has prepared plans and cross-sections, quantities for roadway drainage, calculation of vertical and horizontal geometry, and preparation of cost estimates for major transportation projects across the state of Virginia.
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: University of South Dakota, Springfield, South Dakota / AS / 1982 / Applied Science Paul Smith's College, Paul Smiths, New York / AS / 1977 / Applied Science
f. Active Registration: Year First Registered/ Discipline/VA Registration #: N/A
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none">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> (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.) 1. Roadway Design and Utility Coordination Manager, Parsons Brinckerhoff, Dominion Boulevard Improvements , Chesapeake, VA, \$200 million Construction value, April 2004 to January 2017. Responsible for plan production of the roadway portions of the project and coordination with numerous private utility companies with facilities within the corridor that required relocation. This \$200 million design-bid-build project involves the replacement of the moveable bridge (Steel Bridge) over the Southern Branch of the Elizabeth River with a 95 foot tall fixed bridge and the widening of 3.8 miles of Dominion Boulevard from two lanes to a four lane divided highway with a depressed grass median. This project also included replacing three at grade intersections with grade separated interchanges.

2. Roadway Design and Utility Coordination Manager, Parsons Brinckerhoff, Dominion Boulevard South Improvements, Chesapeake, VA, \$14 million Construction value, April 2014 to December 2016.

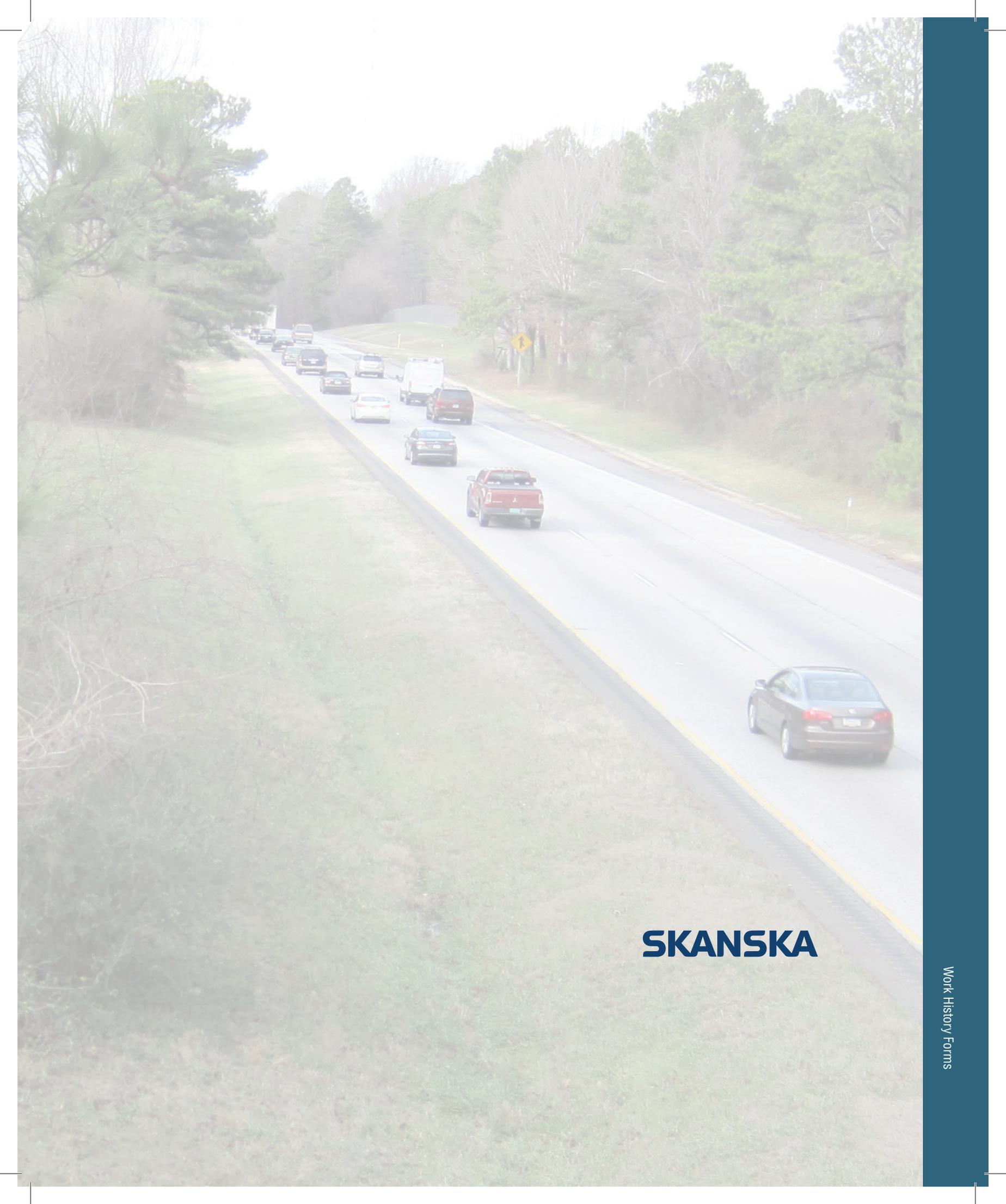
Responsible for plan production of the roadway portions of the project, coordinating the design and relocation of six private utility companies' infrastructure, and utility easement acquisition. Following the design stage, Jeff was responsible for construction support services to ensure compliance, check production, and support site progress. This project included the design and construction administration for two miles of roadway and bridge improvements along US 17. This required multiple pipeline relocations for both water and sewer pipelines. Responsibilities included construction plans and all permits for this utility relocation work to be included for bidding as part of the overall roadway improvement project. Jeff was in charge of utility coordination with all public and private utility owners. Of significant importance was the relocation of the City of Chesapeake 18-inch effluent brine line discharging into the AIW in the location of the new bridge structure. This preexisting effluent pressure pipeline was treated as a sewage force main in terms of functionality and operations. Extended shutdown of this line was not possible, thus requiring a relocation concept to allow for final tie-ins to occur in a single, night-time shutdown procedure.

3. Lead Roadway Engineer, Parsons Brinckerhoff, Route 33 Bridge Replacement, West Point, VA, \$15 million Construction value, November 2015 to May 2017.

Responsible for delegating responsibilities to junior engineers and technicians, and reviewing their work. Coordination was a major aspect of this roadway design project, which required Jeff to communicate with private utility companies and VDOT's on-call design consultants to mitigate any potential conflicts early enough in order to maintain the project schedule. Additionally, he prepared plans and cross-sections, quantities for roadway drainage, calculation of vertical and horizontal geometry, and cost estimates. The design included two movable bridges carrying Route 33 over the Mattaponi and Pamunkey Rivers in the town of West Point, with challenging tasks including: fitting a new or widened route through the heart of the business district while avoiding a historic district, a railroad and a large paper mill; determining a bypass alignment that minimized environmental impacts on sensitive wetlands and historic resources; investigating a two-lane movable bridge that could accommodate future widening to four lanes and the installation of foundation systems that could accommodate future widening of the approaches without installing new foundations in environmentally sensitive areas; and developing several subalternatives to accommodate citizen inputs, including additional intersections, aesthetic treatments and roundabouts.

* 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](#)



SKANSKA

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: I-4 Ultimate Widening DB Location: Orlando, Florida	Name: HDR/Jacobs, Designer Joint Venture	Name of Client/Owner: Florida Department of Transportation D-5 Phone: 800-780-7102 Project Manager: Loreen Bobo, P.E. Phone: 386-943-5541 Email: loreen.bobo@dot.state.fl.us	March, 2021	March 2021	\$2,323,000	\$2,323,000	\$931,000

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly. The Work History Form shall include only one singular project. Projects with multiple phases, segments, elements, and/or contracts shall not be considered a single project. If a project listed includes multiple phases, segments, elements, and/or contracts, the SOQ may be rendered non-responsive. In any case, only the first phase, segment, element, and/or contract listed will be evaluated.

	<p>Firms Role: \$2.3 billion PPP contract with FDOT to improve 21 miles of I-4 in Orlando, FL. Concession includes design, construction, finance, operations and maintenance for 40 years. Design and construction is being performed by a construction joint venture led by Skanska USA Civil Southeast Inc.</p> <p>Project Narrative: Scope of work includes widening and reconstructing I-4 from west of Kirkman Road to State Route 484, including portions of the East-West Expressway. The Skanska team will increase capacity, improve safety, and maintain adequate service levels during construction. As an "ultimate" project, FDOT requires that the project include high-quality design and construction. 23 interchanges will be rebuilt, and the alignment of the project crosses in excess of 80 local side streets. The Skanska team will design and construct four new managed lanes for the length of the corridor, including reconstructing over 145 bridges, including bridges in environmentally-sensitive marine environments. Other work includes installation of MSE walls, barriers and fencing. Special consideration will be given to transit accommodation, and minimizing long-term maintenance costs is a major consideration of design and construction work. Major project challenges include MOT during construction, geotechnical considerations, permit acquisition, storm water management, utility relocation (with approx.. 165 utility owners on the project) and reconstructing the highway while minimizing impacts to the traveling public. Redesigning the roadway for safety enhancements (removal of left entrances and exits), and eliminating on-off ramps to improve traffic flow have been incorporated into our design.</p> <p>The Skanska team is constantly seeking out local businesses, particularly disadvantaged business entities (DBE) to perform on the project. Extensive coordination and communication with the owner and other stakeholders will ensure the project is delivered on-time.</p>	<p>Limiting Impacts to Traffic:</p> <ul style="list-style-type: none"> ✓ First project in FL to deploy a smart work zone system to collect real time data, showing reduction in rear end collisions. We share with local law enforcement excessive speeds in the work zone, and they respond by doing more speed enforcement in key locations ✓ Deploy Synchro-guide Device Lights in Tapers as best practice leading to significant reduction in taper intrusions ✓ Advanced Lane Closure Alert System feature real time updates that are entered by MOT supervisors and feed the FL 511 system, local media, FDOT website, and Skanska I4 mobile app. Over 10K users are getting closure alerts which are customized for preferable routes <p>Implementing and Maintaining Effective QA & QC Plans: Skanska worked closely with Concessionaire, Construction Oversight Service (COS) and FDOT to generate an accepted project-specific QAQC Plan. QA was subcontracted to independent firm, separate from construction operation. QA sub reports directly to the Concessionaire. QC was self-performed by a group separate from construction and managed by our QC Manager (Sr. Manger on our Joint Venture). Non-conformance reports (NCR's) are sometimes issued to Concessionaire (not to Construction ops) by COS and FDOT. Non-conforming Work Reports (NCWR's) are for example were issued because rebar may not be tied properly, but QC could stop the work and place a Hold Point on the concrete pour until the steel was tied properly, and work can't continue until clearance of NCWR is issued by QC Manager.</p>	<p>Similar Scope Elements</p> <table border="0"> <tr> <td>✓ Design-Build</td> <td>✓ MOT / Phasing</td> </tr> <tr> <td>✓ Interstate widening</td> <td>✓ 183,000 AADT</td> </tr> <tr> <td>✓ Independent quality assurance/quality control</td> <td>✓ Focus on minimizing long-term maintenance costs in design and construction phases</td> </tr> <tr> <td>✓ Bridge widening over urban streets</td> <td>✓ Retaining Walls</td> </tr> <tr> <td>✓ Stormwater management</td> <td>✓ Mult. Stakeholders</td> </tr> <tr> <td>✓ Noisewalls</td> <td>✓ Utility Coord.</td> </tr> <tr> <td>✓ Asphalt and Concrete Pavement</td> <td>✓ Utility Reloc.</td> </tr> <tr> <td>✓ Aesthetics</td> <td>✓ Roadway Demo</td> </tr> </table> <p>DBE Performance: DBE Goal is 9% of Const. Cost = \$197 Mil. ✓ Currently under Contract = \$181Mil (8.5%)</p>	✓ Design-Build	✓ MOT / Phasing	✓ Interstate widening	✓ 183,000 AADT	✓ Independent quality assurance/quality control	✓ Focus on minimizing long-term maintenance costs in design and construction phases	✓ Bridge widening over urban streets	✓ Retaining Walls	✓ Stormwater management	✓ Mult. Stakeholders	✓ Noisewalls	✓ Utility Coord.	✓ Asphalt and Concrete Pavement	✓ Utility Reloc.	✓ Aesthetics	✓ Roadway Demo
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<p>Providing Quality Submittals: Collected input from construction staff, FDOT staff, local government and others using Technical Work Groups (by discipline) ensuring the design produced was constructible and optimized durability for the project's life cycle. Constructability meetings with FDOT resolved design criteria and ensured commitments were upheld. Design plans were developed and comments were addressed during constructability reviews. Establishment of a culture of quality as a core value of the team clarifies prioritization of design deliverables minimizing schedule delays. For timely submittals, the Skanska Design/Build coordinators developed project-specific communications protocol to efficiently provide for continuous improvement, providing adequate quantity and quality of staff, training and equipment resources at all times. This along with established comprehensive procedures for all quality work activities allowed for prioritization of design deliverables to minimize delays and plan errors, allowing FDOT to know what they could expect with each design submittal, reduction of re-work, and allowed for an efficient review process. A Permit Compliance Team was formed using a database to track all permits to ensure compliance with all permits and commitments. Software tracking over 15,000 comments from FDOT ensured issues were being resolved and incorporated. Some tools we used to improve the overall quality of the plan packages included having interdisciplinary design meetings featured overlays of all disciplines to highlight conflicts prior to submittal. Stakeholders were engaged early to resolve issues prior to construction.</p>		<p>Innovative Solutions for low Maintenance Costs:</p> <ul style="list-style-type: none"> ✓ Utilized sign structures and light poles for Microwave Vehicle Detection devices and cameras to reduce the number of poles ✓ Utilized bridge mounted signals reducing mast arm structures ✓ Reduced bridge skews to shorten bridge lengths and reduce joints ✓ Slip lined storm water cross drains to extend life expectancy and improve driver safety by eliminating open cuts or jack and bores. ✓ Use of concrete maturity meters to eliminate cure differences for a better compressive strengths ✓ Concrete Pavement-designed Managed Lanes for durability ✓ Use of LED highway lighting to reduce long term maintenance and reduce power consumption. 	<p>Project Awards: Envision® Platinum award from the Institute for Sustainable Infrastructure (ISI) and stands to be the largest project certified by Envision®. Created in 2012, Envision® consists of a broad range of criteria that address a project's impact on the surrounding community and environment, technical considerations regarding materials and processes, and other critical choices spanning the project's lifecycle. There are five categories measured: Quality of Life, Leadership, Natural World, Resource Allocation, and Climate and Risk.</p> <p>Proposed Personnel Involved:</p> <ul style="list-style-type: none"> ✓ (DBPM) John Hellman is currently assigned to this project but will be made available at NTP ✓ (CM) Mike Mountain is currently assigned to this project but will be made available at NTP 																

ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

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Name: I-275 Interstate Widening and Reconstruction, D-B Location: Tampa, Florida	Name: WSP Parsons Brinckerhoff	Name of Client/Owner: Florida Department of Transportation D-7 Phone: 813-975-6133 or 800-226-7220 Project Manager: William (Bill) Jones, PE Email: william.jones@dot.state.fl.us	November 13, 2016	July 3, 2016	\$215,500	\$223,917 <i>(overage due to Owner directed change orders)</i>	\$175,758

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 with multiple phases, segments, elements, and/or contracts shall not be considered a single project. If a project listed includes multiple phases, segments, elements, and/or contracts, the SOQ may be rendered non-responsive. In any case, only the first phase, segment, element, and/or contract listed will be evaluated.



Firms Role: Skanska, through our SE Regional Office in Virginia Beach, led a Design-Build joint venture to increase the capacity of I-275 by widening and reconstructing the existing interstate from 6 lanes to 8 lanes. Shoulders were also widened and designed for future growth through the busy 4 mile stretch of urban interstate through downtown Tampa, Florida.

Project Narrative: I-275 is a major interstate highway, with an annual average daily traffic count of 200,000 through the corridor. This highway is a backbone for commerce, linking Tampa, St. Petersburg and Clearwater into a unified economic region. The design allows for a future six-lane roadway and a 64-foot median that can accommodate multimodal facilities. Our team replaced or widened 21 bridges, and widened the bridge over Hillsborough River. Improvements included the reconstruction of five interchanges and their associated crossroads.



Additional design-build scope included:

- ✓ Reconstruction of 4 miles of urban interstate
- ✓ MOT-Phased reconstruction of 5 Interchanges
- ✓ 21 bridges replaced or widened
- ✓ Aesthetic enhancements to Bridges
- ✓ Sound barrier walls
- ✓ Storm-water management, including 500 drainage structures and 5 ponds
- ✓ Major Storm Drain Interstate Crossings
- ✓ Utility relocations and 3rd Party Agency Co-ordination
- ✓ Lighting, signage, barriers, fences and guardrail
- ✓ Extensive Stakeholder and adjacent project coordination

Providing Quality Submittals: As is done on all of our projects, Skanska and WSP|PB implemented a rigorous design QC program, incorporating many of the DBIA's recommended best practices. A Quality Control Plan was developed and submitted as part of our Technical Proposal. The QCP was followed throughout the design process. Some of the key features of the plan included:

- ✓ Independent peer reviews for the bridge structures (prior to each submittal we reviewed the plans concurrently with WSP | PB's internal QC and Changes were then incorporated before the submittal to the FDOT).
- ✓ When comments were received, we developed responses together so that everyone was on the same page
- ✓ We included separate activities for major submittals on our schedule
- ✓ Prioritized submittals for procurement of early work items so as to meet overall project schedule requirements and phases.
- ✓ Coordinated with Utility agencies and submitted utility relocation plans and MOT permit applications to them for their approval

Limiting Impacts to Traffic: The basic requirement of the MOT design was to keep all lanes open on I-275 from 6am to 10pm every day. Construction sequences were developed to minimize closures of ramps and maintain access to businesses and residences. Other Key features of the MOT plan included:

- ✓ design of a 114" jack-and-bore pipe beneath the existing roadway in lieu of a box culvert, mitigating disruptions to motorists by eliminating a phased installation.
- ✓ In partnership with the DOT, electronic billboards promoted driver awareness and communicated MOT changes
- ✓ We maintained special signal timing in coordination with the police department to schedule work around Raymond James Stadium event surges in traffic.
- ✓ Skanska self-imposed penalties for late lane closure pickups – **no penalties paid after hundreds of lane closures on the job.**

Implementing and Maintaining an Effective QA and QC Plan:

For QC of Design, our design consultant, WSP|PB utilized a rigorous Quality Control Plan that included an interdisciplinary coordination meeting in advance of the QC review of each submittal. We included defined activities and time-frames in the design CPM schedule for formal QC reviews and comment resolution in advance of formal submittals. WSP|PB's ISO 9001 certification required formal documentation of these QA/QC efforts for review during external audits. The construction JV had an in-house QC Manager (only reporting to the Design-Build Project Manager), with sampling and testing performed by an independent local subcontractor. If NCR's were generated, they were by the QC Manager, and issued to the DBPM for resolution.

Innovative Solutions: One of the MSE walls required stabilization of the in situ soil prior to construction. The geotechnical exploration revealed that the wall crossed over an area of localized underground voids. The soil had to be consolidated to prevent settlement of the wall. This area was directly adjacent to an apartment complex, so the design had to ensure that noise and vibration did not adversely affect the residents. The designers used a modified H pile and developed a method to create highly isolated vibro compaction. This induced settlement and compaction without any noise or damage complaints from the residents, and the wall is now supporting live traffic with no settlement. This innovative technique will obviate future maintenance that would be required if the soil were not consolidated to prevent settlement.

Similar Scope Elements

- | | |
|---|--|
| ✓ Design-build | ✓ Utility relocations |
| ✓ Coordination with state DOT and FHWA | ✓ Environmental permits |
| ✓ Environmental permits | ✓ Interstate lighting |
| ✓ Environmental mitigation | ✓ Signalization |
| ✓ Context sensitivity to historical resources | ✓ Multiple stakeholders |
| ✓ Interstate widening and reconstruction | ✓ Work performed in urban/ commercial area |
| ✓ MOT / Phasing | ✓ Bridge widening over urban streets |
| ✓ Stormwater management | ✓ Noise Barriers |
| ✓ \$100-\$300M range | ✓ ROW |
| ✓ Asphalt Pavement | ✓ ITS |
| ✓ Concrete Pavement | ✓ New interstate guide signage |
| ✓ Roadway Demolition | ✓ Public involvement/relations |
| ✓ Structures Demolition | ✓ Constrained site conditions |
| ✓ Construction | ✓ Survey |
| ✓ Overall Proj. Mgmt. | ✓ QA/QC |

DBE Performance:

- ✓ Goal 8% / **Actual 11%**

Proposed Personnel Involved:

- ✓ **Mike Mountain** served as Construction Manager on I-275, and is planned as Construction Manager on I64 Capacity Improvements Segment III

Special Achievement:

- ✓ Contractors Project Performance Rating from FDOT: **Final grade of 102 out of 100 = Outperformed**

ATTACHMENT 3.4.1(a)

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Name: I-695 Widening D-B (11th Street Corridor) Location: District of Columbia	Name: Johnson, Mirmiran & Thompson, Inc. (JMT)	Name of Client/Owner: District Department of Transportation Phone: 202-673-6813 Project Manager: Joseph Dorsey Cell: 202-210-4542 Email: joseph.dorsey@dc.gov	July 13, 2013	November 30, 2015	\$260,000	\$375,000	\$262,500

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Firms Role: Skanska, through our SE Regional Office in Virginia Beach, as managing partner of a joint venture, was awarded a \$260M design-build contract by the District Department of Transportation (DDOT) to reconstruct the 11th Street Corridor in Washington, D.C. When Skanska was awarded this project in 2009, DDOT deferred some of the planned work due to a lack of funds. We continued working closely with DDOT to ensure the project met requirements, and completed ahead of schedule, opening every ramp early, some by 8-9 months. The strength of the relationship can be seen in DDOT's issuing a \$90 million change order and added time to complete originally non-funded work on city roads to improve access and mobility in the area.

Project Narrative: Scope of services included design and construction of 16 lane-miles of new roadway, three bridges over the Anacostia River, and 17 land bridges. The work was divided into three segments: Eastside interchange and roadway; Westside interchange and roadway; and River bridges. Each segment had its own Construction Manager and resources, and was coordinated and overseen by the Design Build Project Manager. As needed, resources were allocated to each segment to meet the overall project schedule.

Providing Quality Submittals: In the Design phase, we maintained a Submittal log through an Excel based maser file, and submitted packages to DDOT using Oracle's Contract Manager system. Weekly Task Force meetings were conducted during which we collaborated closely with our Designer and DDOT's representative in order to keep all parties informed as to the progress of the submittals. These meetings were also used to close out any open comments on the design. We had formal reviews with DDOT and their representative at 30%, 60% and 90% design development. Once all comments were closed, our Designer submitted final plans to the owner who in turn issued "Released for Construction" (RFC) documents, which allowed construction to begin on the scope released for construction.

Limiting Impacts to Traffic: Our team's innovative approach to traffic management was coupled with our ability to commit design resources on-site. This was a key factor toward delivering a successful project while working within an aggressive design schedule. Our team provided innovative designs including one that minimized traffic shifts, which significantly mitigated a major risk factor for DDOT. ADT through the Corridor was 106,000 vehicles. Skanska's MOT Design allowed for 70% of the construction work to be constructed away from live traffic. The MOT Plan called for only two major traffic movements. Our strategy to minimize congestion included working out of traffic, minimizing traffic shifts by waiting until

new roadways were complete before shifting traffic, and working at times of lighter traffic. Our communications plan kept travelers, local businesses and nearby residents apprised of traffic activities in advance of operations. We publicized construction activities to allow drivers to make alternate plans for travel and to make them aware of changes, detours, etc. We analyzed where traffic on the project was coming from and outlined alternate routes by posting electronic signage informing drivers of their options, thus eliminating congestion in the construction zone.

Implementing and Maintaining Effective QA and QC Plans
Skanska QA/QC Manager reported directly to Project Director and we subcontracted independent local firms for QC and QA testing, lab work, field inspection and documentation. The QA firm performed verification of the same. Both firms submitted their documentation to Skanska's QAQC Manager for review and in turn, Skanska submitted documentation to DDOT's QAQC Auditors who audited the documentation for DDOT. We developed a job-specific QAQC Management Plan which addressed both Design and Construction and was a living document, updated every quarter or as needed. If a quality problem was identified by the QC staff, it would be reported thru the construction staff to QAQC Manager and if it was not corrected, a Non-compliance Notice would be issued by the QAQC Manager to the Project Director for immediate corrective action.

Innovative Solutions: We used a number of techniques to maintain schedule such as installing additional wick drains and geofoam blocks at our own expense. Through meetings with neighborhood associations, we solicited input from residents and adjusted the centerline away from nearby homes to reduce noise. We engaged local fire marshal in design phase to gain critical input into optimal stand-pipe locations and design that are optimal for 1st responders over the life of the project. We added higher strength concrete mixes for durability in select items, and specified higher quality highway lighting and ITS of poles for a longer life span and less maintenance over the life of the assets. All lights were LED.

Similar Scope Elements

- | | |
|---|--|
| ✓ Design-build | ✓ Roadway Demo |
| ✓ MOT / Phasing | ✓ Structures Demo of structures |
| ✓ Quality assurance and quality control independent of construction | ✓ \$90M change order demonstrated customer satisfaction |
| ✓ Environmental permitting | ✓ Largest contract in DDOT's history |
| ✓ Milling and overlaying existing pavement | ✓ Sustainability activities promoted reuse of demolished materials on-site, reducing transportation costs and congestion |
| ✓ Transportation management plan for 100,000+ AADT | ✓ Stormwater management |
| ✓ \$100-\$300M range | ✓ Stakeholder coordination |
| ✓ Innovative Geotechnical | |
| ✓ Asphalt Pavement | |
| ✓ Retaining Walls | |

DBE Program Commitments:

- ✓ The Skanska team met its \$41.9M DBE goal.
- Throughout the course of the project, we maintained a proactive approach to working with DBE firms and we dedicated DBE Compliance Officer to the project to ensure compliant team activities, practices, and reporting.

Proposed Personnel Involved:

- ✓ John Hellman was DBPM.

Awards:

- ✓ 2014 Global Achievement Award (International Roads Federation)

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: I-264 Widening/MLK Extension D-B Location: Portsmouth, VA	Name: SKW Constructors (A joint venture led by Skanska, USA Civil Southeast, Inc.)	Name of Client: VDOT Phone: 757-925-2500 Project Manager: Brad Weidenhammer, PE Phone: 757-932-4484 Email: bradley.weidenhammer@vdot.virginia.gov	01/2012	03/2017	\$250,000	\$250,000 (estimated)	\$12,000

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 with multiple phases, segments, elements, and/or contracts shall not be considered a single project. If a project listed includes multiple phases, segments, elements, and/or contracts, the SOQ may be rendered non-responsive. In any case, only the first phase, segment, element, and/or contract listed will be evaluated.



WSP | PB delivered final construction plans for the widening and modifications to I-264 and the MLK Extension (a new one-mile elevated freeway) in Portsmouth, Virginia. WSP | PB was the Lead Designer on a Design-Build team led by SKW Constructors (a Skanska lead construction joint venture). Specific scope elements of the overall project included:

- ✓ Widening of I-264 for auxiliary lanes
- ✓ Eight new/widened bridges including new bridges over I-264 and city streets and widened bridges on I-264 over Des Moines Avenue and N&PBL RR
- ✓ 11 stormwater ponds/basins (including significant aesthetic treatments to two of them)
- ✓ Preparation of the Noise Abatement Design Report (NADR) for three new noise barriers
- ✓ 18 retaining walls
- ✓ Significant overhead guide signage
- ✓ Transportation Management Plan (TMP) developed for phased MOT
- ✓ ITS system replacement/upgrades along I-264
- ✓ Signal on I-264 EB exit ramp at US-17 intersection
- ✓ Utility relocation design and coordination

WSP | PB also provided design support during construction, including shop drawing reviews, responses to RFIs, and As-Built documentation.

WSP | PB performed major components of the design effort almost exclusively in our Virginia Beach office, including: widening of I-264 including asphalt overlays at tie-ins; Ramp EN geometrics; new Ramp EN structure over US 17; preparation of the TMP and multi-jurisdictional detours; coordination with Skanska's right-of-way acquisition consultant; utility

coordination and relocation; stormwater system modeling and stormwater basin design for all 11 basins; and layout design and specifications for three new noise barriers in accordance with the approved NADR prepared by WSP | PB.

Design-Build Project Management: PB's management team utilized several tools and techniques which proved to be particularly valuable in increasing the efficiency and coordination of the project team. These included:

- ✓ Using **ProjectWise** (a web-based CADD design management and collaboration tool) to provide a unified platform for the entire design team, allowing interdisciplinary coordination to occur in real time during design development.

- ✓ **A detailed design submittal schedule** with specific milestone dates for "pencils down", interdisciplinary reviews, QC reviews and formal submittal for each of the discreet work packages to meet the overall project development schedule.
- ✓ **Weekly progress teleconferences** to communicate potential issues and discuss interdisciplinary coordination.
- ✓ Establishing and utilizing "**Subject Matter Task Forces**", including: environmental permitting and approvals; geotechnical and structures, right-of-way and utilities; TMP/MOT; and public relations.

Providing Quality Submittals: WSP | Parsons Brinckerhoff implemented a rigorous design QC program that involved formal reviews, comments, resolution, and back-checking for each formal submittal. Reviews also involved a formal interdisciplinary web-conferencing in advance of the QC review for plans submittals so that sub-consultants working from remote locations could actively participate. The design QA program confirmed that QC was performed in accordance with the project's *Quality Control Plan* and that formal reviews were conducted by appropriate senior staff. In this way, VDOT comments on plan submittals were minimized.

Limiting Impacts to the Traveling Public, Businesses and Communities: WSP | PB developed a Transportation Management Plan (TMP) as a "living document". Components of the TMP were released in advance of specific construction components, to facilitate the overall project schedule. Disruptions to I-264 traffic were generally limited to temporary closures for placing superstructure elements over the existing roadway. During construction, MOT and detours were closely coordinated with the City of Portsmouth and VDOT to minimize impacts.

Implementing and Maintaining an Effective QA and QC Plan: WSP | Parsons Brinckerhoff utilized a rigorous design *Quality Control Plan* and ensured that sub-consultants followed the same or an equally stringent plan. The plan included defined time-frames in the design production schedule for formal QC reviews and comment resolution, in advance of formal submittals. Our ISO 9001 certification requires formal documentation of QA/QC efforts for review during external audits.

Using Innovative Design Solutions that Reduce Future Maintenance: WSP | PB worked closely with SKW to develop cost-effective and low risk solutions for ground improvements. The project included the use of lightweight fill, expanded polystyrene (EPS) embankments and surcharging to minimize the potential for long-term settlement. Where EPS embankments were used, the design team developed special details with drainage slots in the concrete barriers and external downspouts to avoid the placement of drainage structures within the EPS embankments, thus greatly simplifying the long-term maintenance. The project also included architectural panels, obelisks, and aesthetic stormwater pond treatments as requested by the City to provide an inviting gateway to the City's historic district. The panels not only provided visual appeal but also closed off the open space under the low-level bridges, reducing the need for maintenance and trash collection under the bridges.

Similar Scope Elements

- | | |
|---|---|
| ✓ Design-build | ✓ Bridge structures over streets |
| ✓ Interstate widening | ✓ Noise barriers |
| ✓ Widening of the I-264 bridges over Des Moines Avenue & N&PBL RR | ✓ ROW plans/acquisition |
| ✓ Stormwater management | ✓ ITS |
| ✓ Utility relocations | ✓ New interstate guide signage |
| ✓ Environmental permits | ✓ Public involvement/relations |
| ✓ Interstate lighting | ✓ Constrained site conditions |
| ✓ Signalization | ✓ Work performed in commercial/urban area |
| ✓ MOT/phasing | |
| ✓ Multiple stakeholders | |

DBE Program Commitments: As the Lead Designer, WSP | PB met DBE and SWaM goals as required by the Design-Builder. WSP | PB subcontracted design work to 6 DBE firms and 6 SWaM firms.

Proposed Personnel Involved

- ✓ Derek Piper, PE: Design Manager
- ✓ Rex Gilley, PE: Lead Structural Engineer
- ✓ Ian Chaney, PE: Lead Geotechnical Engineer
- ✓ Melissa Simpson, PE: Drainage/SWM Design
- ✓ Tim Anderson, PE: Utility Design/Coordination
- ✓ Phil Lohr, PE, PTOE: Lead Roadway Engineer
- ✓ Tim Rayner, PE, PTOE: MOT/TMP/ITS
- ✓ Robin Huelsbeck, PE: Signage & Pavement Markings
- ✓ Ray Magsanoc: Noise Analysis

ATTACHMENT 3.4.1(b)

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					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: US 17 (Dominion Boulevard) Widening , Location: Chesapeake, VA	Name: Dominion Boulevard Constructors, LLC	Name of Client: City Of Chesapeake Project Manager: Earl Sorey, P.E. Phone: (757) 382-6513 Email: esorey@cityofchesapeake.net	01/2012	02/2017	\$188,000	\$194,000 <i>(overage due to Owner directed change orders)</i>	\$12,604

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 with multiple phases, segments, elements, and/or contracts shall not be considered a single project. If a project listed includes multiple phases, segments, elements, and/or contracts, the SOQ may be rendered non-responsive. In any case, only the first phase, segment, element, and/or contract listed will be evaluated.



Firm's Role: WSP | Parsons Brinckerhoff prepared preliminary and final design, and construction documents, for widening and improvements to US 17 (Dominion Boulevard) from Interstate 64 to south of Cedar Road, a distance of approximately 4 miles. The project included widening of the existing two lane roadway into a four-lane divided controlled access freeway that includes a new high level fixed bridge (95' vertical clearance) over the Southern Branch of the Elizabeth River and three interchanges. WSP | Parsons Brinckerhoff recently completed design support during construction, including shop drawing reviews, site visits, preparing responses to RFIs, and As-Built documentation.

As the Lead Designer, WSP | Parsons Brinckerhoff self-performed the majority of the design effort including: roadway widening and bridge design (including 7 interchange bridges); geotechnical

culmination of a rigorous process that included monthly coordination meetings with VDOT, FHWA and the City; over the shoulder reviews; and formal internal QA/QC reviews. Formal QA/QC reviews included QC reviews within each discipline and multidisciplinary QA reviews by senior staff following a formal interdisciplinary coordination meeting. The formal design QA program also confirmed that QC was performed in accordance with established procedures and that formal reviews were conducted by appropriate senior staff. Comment review meetings were held with review agencies to discuss and clarify comments prior to re-submission of deliverables.

Limiting Impacts to Traffic: The project design involved development of roadway plans that included detailed and specific construction sequence and maintenance of traffic plans in order to maintain traffic on existing US 17 and crossing roadways, such as Great Bridge Boulevard, during construction. The northbound lanes were constructed as the initial phase and carried bi-directional mainline US 17 traffic while the new, fixed span, southbound bridge and roadway widening was constructed on existing alignment. The plan included several stages of construction involving maintenance of roadway traffic as well as marine traffic on the Atlantic Intracoastal Waterway (AIW) through coordination with the United States Coast Guard.

Implementing and Maintaining an Effective QA and QC Plan: WSP | Parsons Brinckerhoff utilizes a rigorous design Quality Control Plan that includes an IDC review meeting in advance of the formal QC review of submittals. The plan also included defined time-frames in the design production schedule for formal QC reviews and comment resolution, in advance of formal submittals. Our ISO 9001 certification requires formal documentation of QA/QC efforts for review during external audits.

Innovative Solutions: WSP | Parsons Brinckerhoff utilized an innovative "risk based" approach to addressing settlement issues associated with the soft subsurface soils prevalent throughout the project area, with emphasis on areas near the bridge abutments. We evaluated the schedule critical path for the project and determined that the settlement "wait times" associated with a traditional wick drain and surcharge approach would unnecessarily extend the construction schedule. As a result we utilized a combination of pile supported embankments in areas where construction activities were on the critical path, and wick drain and surcharge in areas where the settlement wait times did not impact the overall schedule.

Similar Scope Elements

- ✓ Roadway widening to interstate standards
- ✓ Extensive MOT and phased construction
- ✓ Stormwater management
- ✓ Environmental permitting
- ✓ Environmental mitigation
- ✓ ROW Acquisition
- ✓ Bridge over tidal wetlands
- ✓ Coordination with VDOT and FHWA
- ✓ ITS
- ✓ New interstate guide signage
- ✓ Public involvement/relations
- ✓ Constrained site conditions
- ✓ Utility coordination & relocation design
- ✓ Signalization
- ✓ Multiple stakeholders
- ✓ Noise Barriers
- ✓ Coordination with DHR and SHPO

DBE Program Commitments: WSP | Parsons Brinckerhoff met DBE and SWaM goals as required by the City of Chesapeake. PB subcontracted design work to 6 DBE firms and 6 SWaM firms as part of the overall project.

Proposed Personnel Involved:

- ✓ Derek Piper, PE: Design Manager
- ✓ Rex Gilley, PE: Lead Structural Engineer
- ✓ Scott Lovell, PE: Principal-In-Charge
- ✓ Ian Chaney, PE: Lead Geotechnical Engineer
- ✓ Melissa Simpson, PE: Drainage/SWM Design
- ✓ Chris Moore, PE: Utility Design/Coordination
- ✓ Tim Rayner, PE, PTOE: MOT/TMP/ITS
- ✓ Robin Huelsbeck, PE: Signage & Pavement Markings
- ✓ Ray Magsanoc: Noise Analysis
- ✓ Chris Frye (VHB): Permitting

analysis and design; TMP/MOT plans; stormwater management design; utility coordination and relocation design; signing & pavement marking plans; drainage design, including design of a major triple-cell box culvert under US 17; 120,000-square-feet of MSE wall at 20 locations; preparation of the Noise Abatement Design Report (NADR) and design of noise barriers; ITS design; and preparation of permit applications, including a US Coast Guard permit for construction over a navigable channel; and design of a wetland mitigation site.

Project Narrative: The project involved acquisition of 167 parcels (full and partial takes) as well as permanent easement acquisition. WSP|Parsons Brinckerhoff worked closely with the City of Chesapeake's right-of-way consultant, the city's legal staff, and private utility companies to identify right-of-way and easement limits and to prepare acquisition plats. Acquisitions by the City were conducted in accordance with VDOT's Right of Way Manual and all applicable state and federal laws and regulations. WSP|Parsons Brinckerhoff design staff provided assistance to the City through numerous plan changes to either eliminate or reduce right-of-way impacts, resulting in project cost savings.

The project involved significant permitting efforts performed by WSP | Parsons Brinckerhoff subconsultant VHB, Inc. (same permitting subconsultant proposed for I-64 Segment 3) to address wetland and stream impacts necessary for implementation of the project as well as a USCG permit for construction of a bridge over a navigable waterway.

Providing Quality Submittals: Throughout the course of project development, WSP | Parsons Brinckerhoff made numerous high quality design submittals to VDOT, FHWA, the City of Chesapeake and numerous regulatory agencies. Each submittal was the

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: I-85 Widening D-B Location: Cabarrus County, NC	Name: Blythe Construction, Inc.	Name of Client: NCDOT Project Manager: Khaled Al-Akhdar Phone: (919) 707-6612 Email: kalakhdar@ncdot.gov	04/2015	12/2017 <i>(design is complete)</i>	\$187,000	\$235,000 <i>(increase due to 2-year delay and scope changes imposed by NCDOT)</i>	\$12,000

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 with multiple phases, segments, elements, and/or contracts shall not be considered a single project. If a project listed includes multiple phases, segments, elements, and/or contracts, the SOQ may be rendered non-responsive. In any case, only the first phase, segment, element, and/or contract listed will be evaluated.

Firm's Role: WSP | Parsons Brinckerhoff is the lead designer for this D-B interstate widening project, involving 8-miles of widening from 4-lanes to 8-lanes. The project involves modifications to 3 interchanges and eliminating an existing rail crossing. Implementation of the project will increase capacity, reduce congestion, improve safety, and enhance connectivity to surrounding neighborhoods and businesses in this high traffic corridor. WSP | Parsons Brinckerhoff is currently providing design support during construction, including shop drawing reviews, site visits, preparing responses to RFIs, and As-Built documentation.

As the Lead Designer, WSP | Parsons Brinckerhoff self-performed the majority of the design effort including: roadway widening and bridge design (including 13 bridge replacements and 1 widening); half of the TMP/MOT efforts; and 80% of the stormwater management design and erosion & sediment control design; water & sewer relocation design; signing & pavement marking plans; preparation of a Noise Abatement Design Report (NADR) modification; design of 5 noise barriers totaling over 300,000 SF; ITS design; and preparation of permit application exhibits.

Project Narrative: The project involved acquisition of 250 parcels (full and partial takes) as well as permanent easement acquisition. WSP | Parsons Brinckerhoff worked closely with our right-of-way subconsultant and private utility companies to identify right-of-way and easement limits. We were able to eliminate impacts to 20 parcels and reduce impacts to numerous properties, thus reducing the overall cost of right-of-way.

The project involved permitting efforts to address impacts to jurisdictional wetlands and streams. WSP | Parsons Brinckerhoff implemented design modifications at several locations to eliminate or minimize impacts to historic properties originally included as impacted in the NEPA document. With an accelerated schedule, the design was completed 6-months ahead of NCDOT's anticipated schedule. This work was primarily performed by WSP | Parsons Brinckerhoff's Charlotte and Raleigh, NC offices.



Providing Quality Submittals: WSP | Parsons Brinckerhoff implemented a rigorous design QA/QC involving continuous constructability reviews with the contractor throughout design development to ensure that RFC Plans met optimum construction methods. We also worked collaboratively with the Contractor through interdisciplinary reviews, which required discipline leads to review each deliverable to verify that there are no conflicts.

Limiting Impacts to Traffic: The project design involved development of roadway plans that included detailed and specific construction sequence and maintenance of traffic plans in order to maintain traffic, while minimizing impacts to neighborhoods and businesses. Based on input provided by the design team, local City staff assisted with proactive signal timing during construction, to reduce queue lengths. The final design included numerous safety improvements over the RFP design, to reduce long-term impacts to the traveling public.

Implementing and Maintaining an Effective QA and QC Plan: The Team developed and implemented a project-specific Quality Management Plan to address both design and construction phases. The project included a dedicated Quality Manager to ensure that the project was designed and constructed in accordance with the Technical Requirements, safely, and reviews were conducted on schedule.

Innovative Solutions: Numerous innovative solutions contributed to the team's success.

- ✓ Accelerated schedule to complete the project six months ahead of schedule.
- ✓ Reduced environmental impacts. WSP | Parsons Brinckerhoff modified the RFP design to reduce wetland and stream impacts by 30%. And, the modified design also reduced impacts on cultural resources, which both helped to obtain required permits.
- ✓ Extensive due diligence with affected utilities to identify ROW requirements early in the design process. Design modifications to reduce impacts saved time and resulted in utility relocation savings of approximately \$3M.
- ✓ Several ATC's were accepted by NCDOT. Of note was the Winecoff School Road Grade Separation ATC, which eliminated temporary easements and permanent fill impacts to historic properties, eliminated the need for relocating a Duke Power transmission tower, eliminated a steel girder bridge over Norfolk Southern Railway, eliminated 420 LF of stream impacts, and eliminated full property acquisitions of 6 parcels, including a gas station.

Similar Scope Elements

- ✓ Interstate widening using existing median area.
- ✓ Accelerated Schedule
- ✓ MOT/Phasing
- ✓ Stormwater management
- ✓ Environmental permitting
- ✓ Environmental mitigation
- ✓ ROW
- ✓ ITS
- ✓ New interstate guide signage
- ✓ Public involvement/
- ✓ Constrained site conditions
- ✓ Utility coordination & relocation design
- ✓ Signalization
- ✓ Multiple stakeholders
- ✓ Multiple bridges, designed to interstate standards

DBE Program Commitments: The Team exceeded NCDOT's 16% DBE goal.

Proposed Personnel Involved:

- ✓ David Gourley, PE: Roadway Design
- ✓ Chris Davis, PE: Roadway Design
- ✓ Jake Sherman, PE: Bridge Design
- ✓ Charles Heafner, PE: Stormwater/Drainage Design
- ✓ Richard Odynski, PE: MOT Design



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