

I-81 WIDENING MM 221 TO MM 225

STATEMENT OF QUALIFICATIONS

VIRGINIA DEPARTMENT OF TRANSPORTATION

August 17, 2022



State Project No.: 0081-007-013, B638, B639, B640,
B641, B642, C501, D602, D603, P101, R201
Federal Project No.: NHPP-081-2(329)
Contract ID Number: C00116269DB 116

kokosing 
CONSTRUCTION COMPANY, INC.
6235 WESTERVILLE ROAD
WESTERVILLE, OH 43081

3.2 | Letter of Submittal

**3.2 | LETTER OF SUBMITTAL
ELECTRONICALLY VIA BID EXPRESS**

August 17, 2022

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

Attention: Joseph A. Clarke, PE, DBIA (APD Division)

**RE: Request for Qualifications | Design-Build | I-81 Widening MM 221 to MM 225 | Augusta County, VA
| State Project No.: 0081-007-013, B638, B639, B640, B641, B642, C501, D602, D603, P101, R201 | Federal
Project No.: NHPP-081-2(329) | Contract ID Number: C00116269DB116**

Dear Joseph:

3.2.1 Kokosing Construction Company, Inc. (Kokosing), 6235 Westerville Road, Westerville, OH 43081 is the legal entity who will execute the contract with VDOT.

3.2.2 Point of Contact	Secondary Point of Contact	3.2.3 Kokosing Principal Officer
Ryan Gorman, PE, DBIA Regional Vice President of Alternative Delivery Kokosing Construction Co. 16500 Happy Hill Road South Chesterfield, VA 23834 804-400-4521 Cell 301-953-2611 Fax rgorman@kokosing.biz	Kyle LaClair, PE Alternative Delivery Manager Kokosing Construction Co. 16500 Happy Hill Road South Chesterfield, VA 23834 804-350-5007 Cell 301-953-2611 Fax klaclair@kokosing.biz	Gregory A. Hamilton, PE, DBIA Regional Sr. Vice President Kokosing Construction Co. 12001 Guilford Road Annapolis Junction, MD 20701 614-207-0716 Cell gah@kokosing.biz

3.2.4 Kokosing is a corporation titled in Ohio who will hold all financial responsibility for the contract with no liability limitations.

3.2.5 Lead Contractor: Kokosing Construction Company, Inc. | Lead Designer: Rinker Design Associates, P.C.

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

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

3.2.8 Kokosing’s VDOT prequalification (K1805-Active) evidence is in the Appendix.

3.2.9 Surety letter is in the Appendix.

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

3.2.11 Kokosing is committed to achieving a six percent (6%) DBE participation goal for the entire value of the contract.

Sincerely,

KOKOSING CONSTRUCTION COMPANY, INC.

Gregory A. Hamilton, PE, DBIA
Regional Sr. Vice President



3.3 | Offeror's Team Structure

3.3 OFFEROR'S TEAM STRUCTURE



Kokosing Construction Company, Inc. (Kokosing) is pleased to present our Team's qualifications affirming our ability to complete the I-81 Widening from MM 221 to MM 225 (I-81 Widening) Design-Build Project on behalf of VDOT. Kokosing will serve as the Lead Contractor of the Design-Build (DB) Team and will be responsible for the overall design and construction including managing the project, supervising construction, and self-performing a significant portion of the work elements.

Kokosing is a third-generation family-owned company with a privately-owned equipment fleet that is the largest, most modern, and environmentally friendly, making us one of the leading general contractors in the Mid-Atlantic and Midwest regions. Known for unwavering integrity and exceptional safety and quality, Kokosing companies provide extensive resources for our customers. Our primary business lines include transportation, industrial, pipelines, water/ wastewater, marine, and renewable energy. Additionally, we own construction material supply companies, giving us the power to self-perform up to 80% of the work on our projects which puts us in a league of our own from our competitors.

Kokosing 2022 ENR Rankings:

- *Top 100 by New Contracts: #67*
- *Top 50 Domestic Heavy Contractors: #16*
- *Top 400: #52*
- *Top 100 Design-Build Firms: #88*
- *Construction Management-at-Risk Firms: #82*



Throughout the years, Kokosing has earned a solid reputation of strategically aligning with experienced DB engineering partners who will be a technical asset as the sole responsible design engineer. For this project, we have partnered with **Rinker Design Associates (RDA)** as the Lead Designer because they have proven they can deliver quality DB projects *on-time* and *on-budget*. RDA was also chosen because of their rigorous design quality assurance/quality control procedures that have set them apart from other engineering firms.

Collectively, our team will be referred to as the Kokosing | RDA Team. All our Team members share our ambition for delivering quality projects using innovative solutions that minimize/manage risks; reduce schedule and cost; avoid needless impacts to motorists, the public, and the environment; and partner with VDOT and stakeholders.

In addition, we have recruited several well-respected companies to our team who strategically add value based upon their individual strengths, resources, and expertise. **W.C. English (English)** is our dedicated subcontractor and will perform some of the road and structure work. English is a fourth-generation family-owned business well-established within the DB construction market that has completed over \$800 million in interstate DOT projects within the Mid-Atlantic (including projects for VDOT) over the last 20 years. English brings invaluable regional resources of labor and equipment to compliment the established resources of Kokosing.

To ensure compliance with the project's goals and objectives, we have enhanced our Team's depth of experience and resources by appointing the following subconsultants:

- **Whitney Bailey Cox & Magnani, LLC (WBCM)** – Roadway and Drainage Design Support
- **H&B Surveying and Mapping, LLC (H&B)** – Mapping and Survey
- **Haley & Aldrich, Inc. (H&A)** – Geotechnical Investigations and Analysis
- **Quinn Consulting Service, Inc. (Quinn)** – Quality Assurance

3.3.1 KEY PERSONNEL

Kokosing and RDA, composed of highly qualified and experienced individuals, are structured for optimal performance due to our past working relationships as a team. Some of our joint projects include:

- **VDOT:** Route 29 Solutions in Charlottesville (Route 29 Widening, Rio Road Grade Separated Interchange, and Berkmar Road), and the Military Highway Continuous Flow Intersection (CFI) in Norfolk (first VDOT CFI project)
- **MDTA:** Governor Harry W. Nice Memorial Bridge Replacement



3.3 OFFEROR'S TEAM STRUCTURE

- **Arlington County, VA:** West Glebe Road Bridge over Four-Mile Run
- **Chesterfield County, VA:** Otterdale Road Drainage Improvements

Our proposed key personnel have been selected based on their interstate and DB project experience; in addition to their history of successful projects and established working relationships that serves well in this context. They were also selected based on their proven technical and professional strengths for the benefit and service to VDOT. Although our task leaders and technical staff are responsible for their individual assignments, such as design, public involvement, and/or construction, everyone is responsible for project success. Key personnel resumes are provided in the Appendix with brief introduction summaries below:



3.3.1.1 Design-Build Project Manager (DBPM), Steve Marincic, PE (Kokosing), has been in the highway construction industry for over 31 years and has gained vast field and project management experience. Throughout Steve's tenure, his engineering expertise, combined with real world construction applications, has provided creative solutions for project owners. Steve has led several DB projects and has spearheaded many Value Engineering (VE) proposals. With his current responsibilities as a senior project manager on a large project for the FHWA Eastern Federal Lands Highway Division in Arlington, VA, Steve is advanced in understanding contract documents, project CPM schedules, and the needs of stakeholders. This allows him to control the flow of design and field operations to construct a safe, well-organized, high-quality, cost-effective project. For this project, Steve will be responsible for design/construction, quality management, safety and environmental compliance, contract administration, and all other services, including procuring/furnishing materials, equipment, services, and labor in accordance with contract requirements. He will be a vital component in the design, and construction, attend progress meetings and be available to VDOT and stakeholders. Steve has the expertise and experience to supervise/exercise control of the work and accepts responsibility for the final work product.



3.3.1.2 Entrusted Engineer-in-Charge (EIC), Ryan Gorman, PE, DBIA (Kokosing), has 26 years in the transportation construction industry where he has managed dozens of VDOT projects as project engineer, superintendent, design/construction integrator, DBPM, and responsible charge engineer (VDOT's first, Route 29 Solutions), giving this project a well-rounded expert for both design and construction. He has extensive experience ensuring design, utility relocations, right-of-way (ROW) acquisition, environmental permitting, construction, quality management, contract administration, material procurement, and equipment services were well integrated and performed safely, on-time and per contract requirements. Ryan will ensure the project's design is well integrated and he will make engineering decisions and evaluate project impacts; make/approve engineering decisions during construction; and have the authority to stop work and ensure safe, constructible, and functional project delivery.



3.3.1.3 Quality Assurance Manager (QAM), Scott Shropshire, PE, CCM (Quinn), is a goal-oriented leader with extensive problem solving and managerial skills. With over 30 years of experience in the private and public sectors, he has spent the past five years serving as QAM on large, complex VDOT DB projects along the I-95 corridor. He possesses the distinctive ability to institute and shape an organizational vision that integrates ethics, objectives, and priorities in achieving quality results while promoting a team concept. Through his experience, he has acquired a unique ability to analyze and consider potential outcomes in order to develop advisable and rational solutions. His versatility in communicating facts and ideas in a persuasive manner and ability to negotiate with individuals and/or groups, leads to expeditious decision making for project quality and progression. By placing project quality as his primary emphasis, his contributions to DB teams has earned him the respect and trust at all team organizational levels. For this project, Scott will ensure work is performed in conformance with contract requirements, *Minimum Requirements for Quality Assurance and Quality Control on Design-build and P3*

3.3 OFFEROR'S TEAM STRUCTURE

Projects, July 2018, approved designs, and “approved for construction” plans/specifications. He will be responsible for development/adherence to the Design-Build QA/QC Plan, QA of the work performed, QA inspection and testing of all materials used, and work performed.



3.3.1.4 Design Manager (DM), Darell Fischer, PE, DBIA (RDA), brings substantial design expertise to the team with 36 years of experience in the management of complex roadway projects. His experience includes serving as Design Manager on eleven (11) DB projects, eight of which were for VDOT. In this role, he has been responsible for coordinating all design disciplines, managing the design QA/QC process, and ensuring the overall project design conforms to project specifications. All his design-build experience has been in Virginia. Darell is a certified DBIA Professional and sits on the board of his local chapter. Additionally, he is a member of the Virginia Transportation Construction Alliance (VTCA) Design-Build Committee, which plays an integral role in soliciting input and facilitating dialogue between VDOT and the transportation industry to resolve issues or concerns in the implementation of their DB programs.



3.3.1.5 Construction Manager (CM), Joseph (Joe) R. Baker (Kokosing), is a seasoned 30+ year project manager/superintendent on heavy/highway projects, including DB. He has extensive knowledge/experience in bridges, roadways, mass grading, site preparation, rock excavation, drilling/blasting, underground utilities, and automated grading systems. Joe manages construction, cost control tracking; field layouts, survey, and safety implementation. He is accountable for project QC activities, CPM scheduling, submittals, RFIs, progress reports, and subcontractor coordination. Joe has control over constructability reviews with designers and owners to meet approved construction plans/specifications. He leads/implements safety initiatives, establishes project objectives, policies, procedures and performance standards, sets/monitors budgets, and assures a quality management system is in place. Joe initially started with the company as a foreman/grade checker on roadway and utility projects and progressed to a project manager for Kokosing.

Value-Added Program: The Kokosing | RDA Team includes the following value-added staff to assist in delivering a quality product on time and on budget:

 **Maintenance of Traffic/Traffic Management Plan (MOT/TMP) Engineer, John Giometti, PE (RDA)**, has 34 years of experience successfully delivering transportation projects for VDOT and Virginia localities, including leading MOT/TMP on VDOT DB projects. John has served as RDA’s Lead MOT/TMP Engineer on similar interstate improvement design-build projects, such as I-64 Capacity Improvements – Segment II, 495NEXT, and Transform I-66 Outside the Beltway. On the VDOT Route 29 Solutions Design-Build project, he served as RDA’s Design Manager for the Route 29 widening segment, and coordinated MOT/TMP, roadway, ROW acquisition and utilities for all three segments of this \$129 M project. Prior to joining RDA, John served as the District Location and Design Engineer in VDOT’s Culpeper District and possesses a thorough understanding of the Department’s policies and procedures. Given the history of major traffic incidents along I-81, specifically within construction zones, John’s knowledge and expertise is an added-value to the design-build team and to VDOT. He will be the subject matter expert participating in the Traffic Management Task Force discussed further below.



Traffic Management Task Force: Given the project location, proximity to major interchanges, and construction within the median, the Kokosing | RDA Team will implement a Traffic Management Task Force to focus on issues of MOT, traffic and worker safety, and incident planning. This task force will bring to the forefront high risk or special traffic issues within a project. Since major traffic incidents within the I-81 corridor have been related to construction zones, this group will zero in on ways to prevent them. The interworking of this task force includes MOT/TMP Engineer John Giometti as the subject matter expert, the DBPM, the EIC,

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the DM, the CM, and the project superintendent. Select stakeholders will be strategically invited to have a role when applicable (i.e., state police and fire/EMS). The task force will be initiated during the design phase and continued through the construction phase. Record of decisions will be maintained and referenced as the design and construction progresses to maintain continuity throughout each phase of the project and to capture lessons learned. Given the risk of incidents and potential loss of life, the Team will tackle this objective head on hence, the development of this task force.

3.3.2 ORGANIZATIONAL CHART

Our organizational chart on **Page 7** illustrates our chain of command of all companies, including individuals responsible for pertinent disciplines, and notes our proposed key personnel. Solid lines identify the reporting relationships of our team members in managing, designing, and constructing the project and illustrate clear reporting lines from the DBPM to the design and construction teams. Dashed lines represent indirect reporting/communication and obligations to the owner and/or corporate management. Our chart also shows that a clear separation and independence exists between construction and quality assurance (QA) programs with no contractual relationship and no involvement in construction operation.

DBPM, Steve Marincic (Kokosing), will report to VDOT and serves as the Project's central point of contact and will coordinate, integrate, and administrate the Kokosing | RDA Team, including design, construction, quality assurance, MOT, safety, ROW, and utilities. Being ultimately responsible for the overall Project. His duties will be to lead any progress meetings with VDOT on behalf of the design-builder, to supervise/exercise control of the work, and he will accept responsibility for the final work product. Steve will be responsible for meeting our contract obligations and avoiding/resolving disputes per the RFP. He will supervise the DM, EIC, CM, ROW/Easement Acquisition and Utility Manager, and the QAM; and manage/coordinate public outreach/meetings through our Public Relations Managers. Steve will be involved with preconstruction, design, construction, and punch out, and will answer questions from stakeholders, citizens, elected officials, etc. He will assist with constructability reviews, safety audits, participate within the Traffic Management Task Force, and oversee the quality management program, purchasing, and construction. Steve will report monthly to the Executive Committee and to VDOT.

EIC, Ryan Gorman (Kokosing), will report directly to the DBPM and will have direct lines of communication with the DM, CM, and QAM. Ryan will be assigned full-time and actively engaged in coordinating all engineering decisions for the life of the Project (from Notice to Proceed through Final Acceptance). He is responsible for ensuring all engineering work for the Project is integrated and in conformance with the Contract Documents. Ryan will be involved or have personal supervisory direction and control authority in making and approving engineering decisions during construction. He will answer questions/inquiries relevant to engineering decisions regarding design and/or construction and participate on the Traffic Management Task Force. Ryan is a registered Professional Engineer in Virginia.

DM, Darell Fischer (RDA), will report to the DBPM to provide a quality engineering product that meets design milestones. Darell will develop/oversee a rigorous internal design QA/QC program to ensure work is performed per the contract and current VDOT policies, procedures, and guidelines. He will ensure the design QA/QC manager and independent reviewers are fully dedicated to project responsibilities. He will coordinate all design elements, including roadway, structure, hydraulic, traffic, MOT, ROW, utilities, environmental, and geotechnical and ensure conformance to the contract. Darell will allocate/assign resources and oversee design subcontractors and contribute to the Traffic Management Task Force. During construction he will also work with the EIC and CM in review of shop drawings and constructability issues as it relates to design.

QAM, Scott Shropshire (Quinn), as an independent entity, will audit and monitor Kokosing's Construction QC Program. He can stop construction, enforce specification compliance, and issue/require resolution of Non-

3.3 OFFEROR'S TEAM STRUCTURE

Conformance Reports (NCRs). Scott will manage the QA program, including the QA inspectors and independent QA testing firm and testing technicians. The QA team will conduct independent and concurrent tests and analysis of the work with the construction QC team. He will maintain project quality records and approve/submit pay estimates. Scott will submit monthly written reports to the VDOT project manager and our Executive Committee assuring oversight of our Quality Program. QA will be coordinated with, but independent of, daily QC and construction. He will also ensure adherence to environmental permits and commitments and that all work and materials, testing and sampling and work zones conform with the contract and “approved for construction” plans/specifications. Scott will have access to the meetings and records he needs to provide independent assurance that construction complies with contractual and design requirements. The QA team will have unrestricted access to the construction and fabricator sites/facilities. An Executive Committee member will contact Scott monthly to confirm project compliance with contract terms/conditions. Finally, he will be responsible for certification of project compliance to the contract requirements and certification for monthly application of payment.

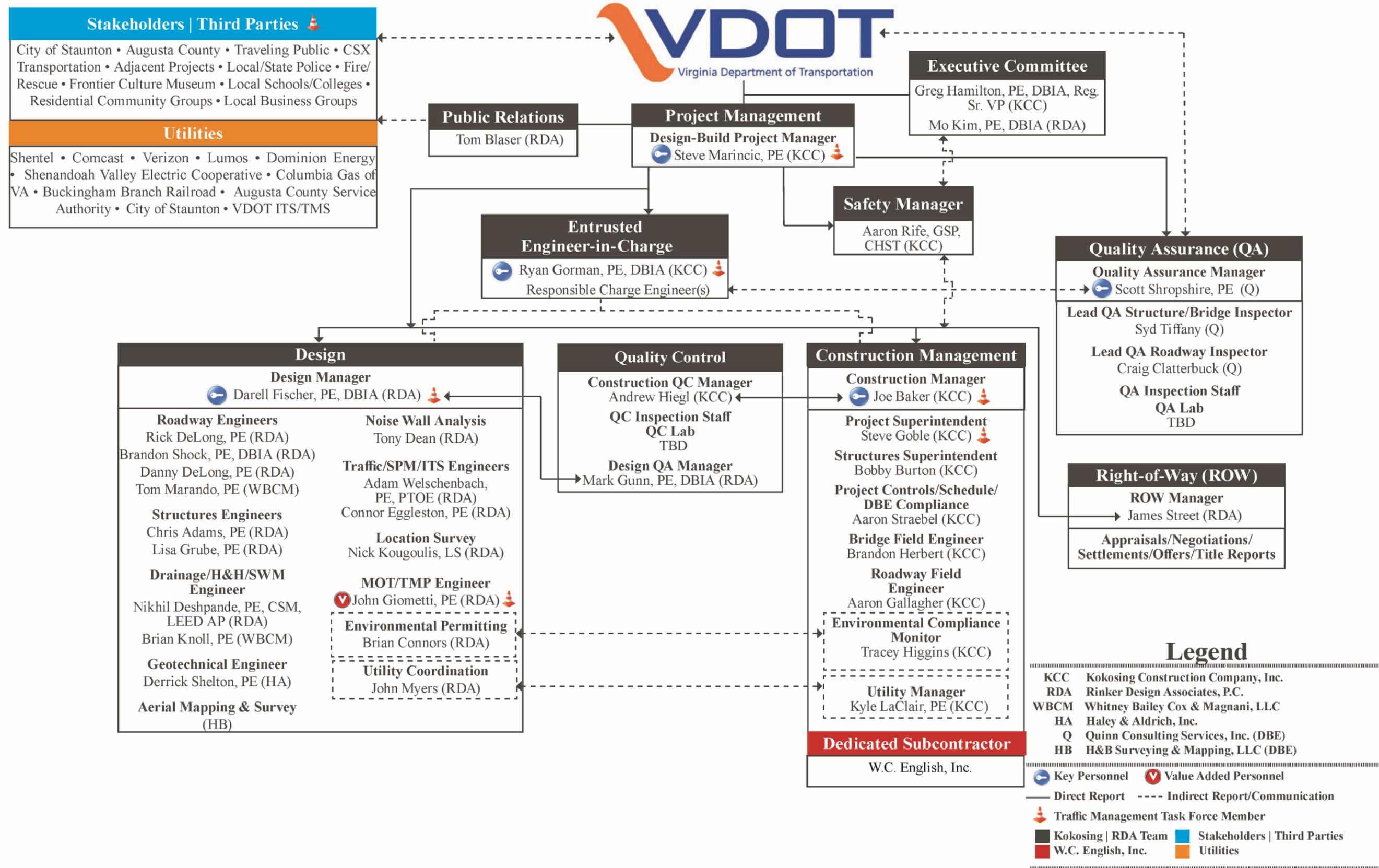
CM, Joe Baker (KCC), will report directly to the DBPM and will oversee the day-to-day field activities as he will be onsite full time and allocate/assign resources and oversee subcontractors. He will communicate, coordinate, and receive direction from the EIC on field engineering issues. In addition, the CM will oversee and communicate daily with field personnel including superintendents overseeing the construction crews. Part of the CM’s responsibility is to oversee the field engineers and to track the project schedule and controls with reporting responsibilities to the DBPM. This includes direct oversight and responsibility for the Construction QC Manager, including overseeing the environmental compliance monitoring and reporting. The CM will also participate on the Traffic Management Task Force.

Narrative of other Functional Relationships: Kokosing has added **English** to the construction team as a dedicated subcontractor to provide additional workforce capacity, as well as their extensive knowledge of the local area. English, along with other carefully selected construction subcontractors (including DBEs and SWaMs), will ensure our Team has sufficient resources to construct the project on-budget and within schedule. English will report directly to the CM and have contractual oversight by the DBPM.

The **Traffic Management Task Force** will be led by MOT/TMP Engineer John Giometti, who will be the subject matter expert providing direction and guidance to the group. The task force will also include the DBPM, the DM, the EIC, the CM, and the project superintendent to ensure that all aspects of the project from design through construction are being worked through on the task force. They will prepare goals and objectives, which will be administered by John. Record of decisions will be recorded and the DM will ensure those directives are being carried through the design. Once in the construction phase, the CM will be responsible for carrying out task force directives in the field. Stakeholders will be invited during strategic discussion points to coordinate and receive their perspectives to address any concerns. Meeting minutes will be prepared and archived as administered by the MOT/TMP Engineer. The key objective for the task force is to focus on issues of MOT, traffic and worker safety, and incident planning.

The **Construction QC Manager** will report directly to the CM and be independent from the EIC and the QAM. The manager will be directly responsible for overseeing the QC inspection staff and lab testing in accordance with specifications and the QC program. The manager will communicate testing results to the CM.

3.3 OFFEROR'S TEAM STRUCTURE



3.4 | Experience of Offeror's Team

3.5 | Project Risks

3.5 PROJECT RISKS

3.5.1 THREE RISKS IDENTIFIED FOR THIS PROJECT

The Kokosing | RDA Team will employ the Construction Management Association of American (CMAA) endorsed approach to risk management through a *Risk Register* which includes a list of identified risks, potential impacts, and mitigation for each. A robust risk management plan considers risks throughout the project's life and delivery processes. Our team's risk management plan has already begun, will evolve throughout design and construction, and positions us to respond to changes as specific issues unfold. We employ a five-step Risk Management Plan:

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



The Kokosing | RDA Team has strategically considered the critical elements of work for the I-81 Widening design-build project to determine the three most unique and critical project risks. Critical risk elements were identified based on the following criteria:

- Impact to the traveling public (including through travelers, commuters, and local travelers)
- Potential influence to the overall project schedule and milestones

During our evaluation, we considered numerous risks, including geotechnical, bridges, MOT, construction resources, agency/stakeholder coordination, public relations, environmental, stormwater management (SWM), and ROW acquisitions. We concluded that **Resource Availability, MOT, and Karst Topography** are the three most unique, critical risks that must be mitigated to ensure the success of the project.

RISK #1: Maintenance of Traffic (MOT)

Risk Identification/Why the Risk is Critical: A successful MOT Plan provides traveling motorists safe and efficient travel through the construction work zone while protecting the construction workers. I-81 is a critical north-south economic artery that carries local, commuter, and long distance commercial and tourist traffic throughout western Virginia, it is imperative to keep traffic moving. As observed in the Traffic Operations and Safety Analysis Report provided by VDOT in the RFQ Informational Package, as of 2020 I-81, within the project limits, carries an ADT of 57,421 to 59,690 vehicles per day, with trucks making up approximately 30-32% of the count. As per the report's crash data and our field observations, the high percentage of trucks, rolling terrain, and associated speed differentials with interchange weave movements; the section between the I-64 interchange near MM 221 and the US-250 interchange near MM 222 is known for high crashes. This area of the project will have the highest potential for construction work zone incidents.

The majority of work on the project is widening into the median, it is vital to implement a comprehensive MOT Plan that focuses on motorist and worker safety, avoiding incidents due to temporary construction conditions. Construction must be sequenced to maintain consistency for motorists, signing must be clear and concise in getting

3.5 PROJECT RISKS

our traffic switch/lane closure messages across, and construction activities protected so everyone goes home safe. As a part of our MOT Plan, the TMP must convey our strategies to all stakeholders and detail operations from management to the boots on the ground. Failing to clearly identify and address potential issues, provide a well-defined traffic control plan, and/or effectively communicate our plan will generate motorist confusion, indecision, congestion, delays, and public backlash.

The following is what makes this risk critical:

- Communication of work-zone activities/elements within the short distance between interchanges
- Construction ingress/egress:
 - Site access - Ability of construction vehicles to safely enter and exit the work zones
 - Interaction of construction vehicles and motorists - Speed differentials of construction vehicles and motorists, particularly those in the left lane adjacent to the work area
- Narrowing of travel lanes: lane width reductions for staging of construction phases
- Crashes - Potential for crashes within the work zone due to:
 - Speed differentials between trucks and cars
 - Lane width and shift changes
 - Lack of shoulder space
 - Barrier separation
 - Motorist confusion

Impacts to the Project: An inadequate MOT Plan will have severe consequences, including:

- Project schedule delays
- Increased project costs
- Hazards for motorists and construction personnel
- Increased local, commuter, and regional travel delays along I-81 and Route 11
- Increased congestion on the surrounding roadway network due to self-detouring
- Interrupted and/or longer EMS response times
- Increased congestion and/or crashes due to motorist confusion/poor messaging
- Negative perceptions from local communities, leading to frustration/work zone travel fatigue
- Constructability challenges (i.e., moving materials in and out of work zones)

Risk Mitigation Strategy: Our MOT Plan will alleviate concerns and facilitate delivery of a successful project. Kokosing has assembled a team of industry professionals well versed in MOT development based on lessons learned from previous interstate widening projects, such as I-66 Inside the Beltway – Eastbound Widening (Fairfax/Arlington, VA) and I-64 Widening (approximately MM 241 to MM 248) in Newport News, VA.

Consisting of members from Kokosing, RDA, and Third-Party Stakeholders noted above, the Traffic Management Task Force (TMTF) is our Team’s coordinated approach to managing traffic throughout the life of the contract – an approach we deem critical to minimizing disruptions of traffic. Having a task force dedicated to traffic management will proactively address risks associated with the MOT. VDOT and relevant stakeholders will be invited to work with our Team’s project staff throughout the duration of the project.

The following strategies will be implemented to mitigate in a safe, efficient, and cost-effective manner:

 **Effective Communication to Motorists:** Ensuring the safety of the traveling public and protecting our roadway workers is critical to any MOT effort. The barrage of heavy vehicles, combined with high speeds, heavy movements, and short weave sections can threaten everyone’s safety during construction.

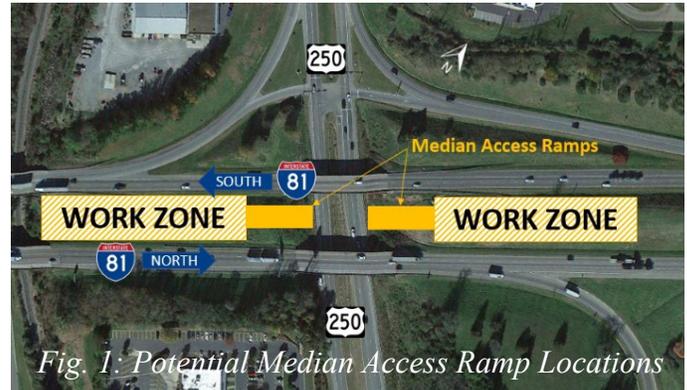
How we will resolve it: Our Team will develop a top-down plan with clear directions to motorists, the construction vehicles entering/exiting the work zones, and our workers. The junction of two interstates and the related high

3.5 PROJECT RISKS

volume of traffic combined with the mix of motorists unfamiliar with the area, requires the use of additional advanced warning and guide signs, including additional Portable Changeable Message Signs (PCMS) boards with real-time information will be used to inform motorists of potential hazards or special work situations. Due to the high volume of trucks blocking motorist views, we will strategically place static and dynamic signing. Also, flashing warning signs will be provided at the appropriate at key locations and construction vehicle ingress/egress points.

Construction Ingress/Egress: Construction access on high-speed interstates must account for actual travel speeds, location of desired access, and ability of construction vehicles to maneuver around access points. Simultaneously, ingress and egress of construction vehicles cannot impact existing traffic flow. Finally, access point locations must be safe and efficient to maintain optimized operations for construction staging and storage of equipment and materials.

How we will resolve it: We have reviewed the project site and found there is potential access to the construction site from the side roads through the median with proper grading that is already required. We will examine the schedule of material deliveries (inflow and outflow) to determine optimal timings outside of peak hours as much as practical. Safe access points will be supported by notification and advanced warning signage and space to facilitate deceleration and acceleration for trucks entering or exiting a work zone. They will be strategically designed, highly visible, and located away from vertical or horizontal curved roadway segments with construction vehicles having proper safety beacons.



Narrowing of Travel Lanes: The construction requirements for this project requires the narrowing of the existing lane widths to accommodate the means and methods to construct the 3rd lane. However, adequate lane widths are required to maintain traffic flow and provide space for the large vehicles and the weaving of traffic at the very busy interchanges.

How we will resolve it: Shoulders will be provided for emergency pull-offs and buffer areas. As noted in the crash history, many motorists used the median to avoid vehicle-to-vehicle collisions and this safety areas will be utilized to the greatest extent possible.

Avoiding Incidents: The RFQ-provided crash history from 2015 to 2019 confirms many occur at exit and entrance ramps, including 228 accidents within the project limits; an average of five per mile/per year. Most were crashes within the roadway footprint but many did involve vehicles departing into the median. The multiple traffic shifts required, along with inside and outside mainline widening and rehabilitation of five bridges will constrict the corridor.

How we will resolve it: Our team will maintain the existing ITS/CCTV coverage and utilize PCMS boards throughout the project to mitigate vehicle crashes through providing quick response information. It is crucial to slow down traffic through the corridor during construction, especially in high-volume transition areas, such as the I-64 and Route 250 Interchanges. According to VDOT's crash data, 48% of the 228 accidents were due to rear end collisions, sideswipes in the same direction, and fixed object impacts. Furthermore, these incidents were attributed to the increasing number of motorists speeding and weaving through the corridor. Slowing them down not only protects them, but it also keeps our construction workers out of harm's way.

3.5 PROJECT RISKS

We will conduct a Work Zone Speed Analysis per IIM TE-350.1 to determine the appropriate speed reduction within the work zones in conjunction with the applicability of Radar Speed Signs for vehicle speed feedback and to increase speed reduction compliance. Lastly, we will engage with the State Police with appropriate speed change information for to provide. Even with all of this in place, accidents can still happen, so our Team, in coordination with VDOT and the Traffic Operations Center, will have pre-designed detour routes established; stand-by equipment (i.e., “pink” VWAPM signs for emergency use) available; and on-site, existing equipment (i.e., PCMS, drums) for full mobilization and implementation by dedicated, incident management trained crews.

Kokosing Testimonial: On the I-95 Telegraph Road project for VDOT, maintaining traffic involving a 160,000 ADT was the most critical aspect of the project's success. We revised MOT Plans, greatly reducing the original design of six phases to three and from 12 traffic shifts to six. This significantly improved public travelling conditions.



Fig. 2: I-95 at Telegraph Road

Role of VDOT and Other Agencies: VDOT will not have a role in the mitigation of this risk other than their normal TMP and MOT plan reviews and approvals. Other than standard incident management plan coordination with first responders, we anticipate no significant role from other agencies.

RISK #2: Resource Availability

Labor shortages and supply-chain disruptions have plagued the construction industry causing design-builders and engineering partners to think outside-of-the-box to ensure resources are available for any given project. Couple these economic factors with the geographical location of this project where labor resources have historically been problematic and supply-chain systems are more complex, it is imperative to have available resources.

Why the Risk Is Critical: Currently, the impact from the pandemic and inflation are stifling the labor market and affecting supply-chain systems not seen in decades; and based on recent quarterly data, there is no end in sight. This risk not only affects the design-builder, but packs a punch to project owners as well. It is also amplified for large construction programs with multiple projects in the same corridor, such as VDOT’s I-81 program. Resource availability is further hindered due to geographic location where the stage is set for these projects to compete against each other for limited resources resulting in increased cost and lower production rates and schedule delays.

Impact on the Project: Limited resources affect timely and efficient completion as it can lead to delays, longer construction durations, resulting in the public creating a negative perception. Public backlash on this project can also launch a domino effect that will impact support for future I-81 corridor projects. In addition, because resources are limited, there may only be a pool of inexperienced workers available, which will challenge the team to avoid safety and quality issues.

Mitigation: Having in-house resources already established in terms of labor, equipment, and materials and the capability to develop and train new resources responsibly and safely will be key.

The following are our mitigation strategies to have qualified, reliable resources ready, willing, and able to do the work:

 **Thinking Local:** The Kokosing | RDA Team has teamed with Lynchburg, VA-based W.C. English (English) to be a dedicated subcontractor. English has completed projects in this I-81 corridor for VDOT and knows firsthand the local labor market and specialty service providers. Local, they come to us with a large construction fleet and an established workforce with direct experience on I-81.

3.5 PROJECT RISKS

 **Keeping it in House:** What sets Kokosing apart from our competitors is our structured self-performance as a general contractor. We have over \$400M in equipment assets, representing one of the largest heavy equipment owners in the Mid-Atlantic and Midwest regions. Fostering self-performance leads to internal career growth opportunities for laborers, operators, field management, and project management. Skills are diversified, making team members more valuable to the overall project, and less dependent on outside resources. Couple this with English, and the Kokosing | RDA Team has the resources it takes to complete this project.

 **Reaching Out to Tomorrow's Workforce:** Key to attracting resources is plugging into the local labor market, including the education system. For example, the Valley Career & Technical Center located in nearby Fishersville, VA, is a trade school that collaborates with high schools in the region. We will recruit students, 18 years and older, who are interested in going into the craft/field market and provide the training and education, utilizing many of the VDOT OJT programs.

Kokosing is currently involved with similar programs across the Commonwealth and envision the same approach for this region, including participating in career fairs and speaking engagements, such as classroom presentations showcasing our industry and highlighting this project. In addition, just as we did on the Route 29 Solutions project for VDOT, we will hold a career fair at a local venue (i.e., a hotel), conduct interviews and hire on-the-spot.

Going even a step further, Kokosing is a major recruiter in career fairs at Virginia Tech, the University of Virginia, JMU, and others, which are feeder schools for our successful co-operative education program candidates. This past year alone, Kokosing has hired over 25 co-op students in the Mid-Atlantic region presenting them with a promising future with the company!

 **Getting the Word Out:** A traditional and electronic marketing campaign are also effective in reaching the experienced local labor market. Traditional billboard ads along the I-81 and I-64 corridors, advertising in the Staunton News Leader, The Daily Progress, The News Virginian, the Orange County Review, The Madison Eagle, and the Green County Record have all helped gain traction, especially when soliciting on behalf of a local project. On the electronic side, advertising with Charlottesville Radio Group (CRG) or Monticello Media, in addition, to posting social media bursts (i.e., Facebook, LinkedIn, and Twitter) and local market posts (i.e., Craigslist) will assist in getting the word out.

Local government agencies, such as the Virginia Employment Commission (VEC) resources is another avenue where we can post job ads and review potential candidate resumes.

Lastly, Kokosing maintains a database of VDOT-approved subcontractors/suppliers that is kept current through our procurement section. We will reach out to all parties local and afar to obtain qualified and competitive pricing for the project, including Disadvantaged Business Enterprise (DBE) firms.

 **Staying ahead of the Curve:** As for materials and subcontractors, Kokosing's procurement staff stays ahead of the curve by expediting critical material elements well in advance before even needed on the project, such as concrete pipe, drainage structures, rebar, and bridge beams. To keep this momentum, we will contact our suppliers and subcontractors early on to get the lead times to have what we need, when needed, and will pre-purchase and store, if necessary. Items will be continually tracked to ensure shop drawings, material certifications, etc. are approved and in place to keep the project moving forward.

 **Plan the work and work the plan:** A resource loaded CPM schedule will be key in managing the resource availability risk as it will assist in the planning of critical resources throughout the life of the project. Labor, material, and equipment will be directly tied to the critical path of the schedule, so that material suppliers, subcontractors, and even internal resources can be amped up at the right time and tracked accordingly. This is the "plan the work" mitigation approach to be implemented. Once the schedule is produced, tracking and monitoring, and adjusting will be key in managing the resource availability risk. The DBPM, DM, and CM, with support staff,

3.5 PROJECT RISKS

will review the resource loaded CPM schedule continuously throughout the life of the project in order to mitigate any disruptions in resource availability that come apparent in advance. This is the “work the plan” mitigation approach to be implemented.

Role of VDOT and Other Agencies: VDOT will not have a role with the mitigation of the risk of resource availability however they are welcome to jointly participate in events of interest to help fill their own resource needs.

RISK #3: Karst Topography

Risk Identification/Why this Risk is Critical: Most of the State’s karst is found in the Valley and Ridge physiographic province, which is the geologic setting for this project, presenting a critical risk. Augusta County is underlain by carbonate bedrock (limestone, dolomite, marble, etc.), which has been dissolved due to exposure to mildly acidic water over millions of years. The process has occurred underground through the folded and faulted limestone, resulting in a number of caves. These caves create a complex underground network for groundwater to travel rapidly over long distances, creating long stretches of karst features.

Geologic maps indicate that karst abounds at the southern end of the project between Exit 221 (I-64 interchange) and Exit 222 (Route 250). However, our experience working in karst has taught us that the bedrock delineations on geologic maps are approximations and the potential to encounter karst north of Exit 222 exists. In addition, there have been numerous sinkholes along I-81 within the past 10 years that have required partial and full closures of I-81 to rectify the roadway, which is further evidence that karst is problematic in the region.

Karst conditions are considered engineering and construction challenges due to the development of an irregular soil-bedrock contact, the formation of solution features, such as caves and sinkholes, weathering of carbonate rock to highly plastic residual soil, and the potential for contaminants to enter karst groundwater through bedrock fissures and sinkholes. Roadways are threatened by sudden collapse, foundation failure, and groundwater contamination if not thoroughly investigated during design and mitigated during construction.

Impact to the Project: Variations in the bedrock profile can be significant due to the presence of irregular soil-bedrock contacts in karst geology. As a result, it is likely that deep foundations, such as drilled shafts, driven piles, or micropiles will be required to support structures. The depth to sound bedrock, lateral loads, and overburden material will influence the type of foundation system that is selected by our Team. Even with extensive subsurface and geophysical investigations, we can still encounter irregularities during foundation construction, which can threaten the schedule and raise the cost. Where solution cavities exist that will impact the performance of deep foundations, grouting must be performed prior to foundation installation to provide adequate support of the deep foundation elements. Grouting of solution cavities also prevents water from travelling through the bedrock and dissolving the underlying limestone.

The weathering of carbonate rock results in highly plastic fat clay and elastic silt (CH/MH) soils being located at subgrade level. Reworking the soil alters its structural characteristics and results in a material that is weak, difficult to compact, and provides poor foundation/subgrade support. Residual CH/MH soils pose an impact because they are considered unsuitable and require removing and replacing with suitable soils, in-situ



Fig. 3: Karst Area of Concern

3.5 PROJECT RISKS

modification (Calciment™, lime, etc.), or stabilization with geosynthetics. The volume and location of unsuitable CH/MH residual soils within the project limits that require treatment can significantly impact earthwork construction schedule and cost if not well defined during the geotechnical investigation.

Sinkholes form as soil erodes or collapses into solution-enlarged bedrock cavities. Underground karst features such as sinkholes can remain dormant, shielded by arching soils or a thin layer of rock that can lead to sudden and catastrophic roadway failures. These underlying features can be undetectable at the ground surface with the naked eye and even through conventional soil borings. Encountering an unanticipated sinkhole during construction stops us in our tracks as we brainstorm whether or not to modify the design, which may impact traffic operations, construction budget, and schedule for completion.

Risk Mitigation Strategy: A detailed investigation approach will assess the complications posed by the karst geology, including:

- **Review Preliminary Studies:** Gathering available data, such as physiographic maps, engineering reports, geology and drainage maps, existing aerial imagery, and VDOT records of sinkhole repairs.
- **Check Geologic Indicators:** Visiting the site to observe topographic conditions, developing sinkhole density map, checking plasticity and drainage characteristics of overburden soils from existing reports, and examining aerial images for signs of mottling.
- **Geotechnical Investigation:** Developing a geotechnical investigation plan consisting of test borings, seismic refraction, electric resistivity, MASW, gravity/micro-gravity, and/or down-hole methods focused on identifying karst features that can impact the proposed design and construction.

There will be a geotechnical investigation early in the design phase with geophysical methods to identify karst features in areas where geologic indicators exist, as well as where project elements could be significantly impacted, such as bridges, retaining walls, and SWM ponds. Potential geophysical data collection techniques include seismic refraction, electric resistivity, gravity/micro-gravity, and down-hole methods. Ideally, the geophysical work will be done prior to drilling test borings so that any potential karst features can be subsequently verified. Test borings will be performed at potential voids in the rock to confirm their existence and rock coring will be performed at structure locations to verify that sound bedrock has been encountered.

Using the information obtained from the geotechnical investigation, our Team will determine mitigation strategies to address any karst features that are discovered. In situations where the foundation elements or embankment cannot be shifted away from a cavity or sinkhole, reverse graded filters capped with low permeability clay or pressure grouting are options for mitigation we have successfully used in the past.

Within structure foundation influence zones, solution cavities could be filled with concrete if the extent of the cavity is well defined and shallow foundations are being considered. Alternatively, drilled shafts socketed in rock or driven piles with pile tips can be used to support structures where significant variation exists in the bedrock surface elevation.

As previously mentioned, the weathering of carbonate rock results in highly plastic fat clay and elastic silt (CH/MH) soils being located at subgrade level. Test borings performed during early phase investigations will identify the limits of unsuitable CH/MH soils so that the quantity of unsuitable material can be accurately estimated. We can then determine if over excavation and replacement, in-situ modification, or stabilization geosynthetics is the most effective mitigation method.

3.5 PROJECT RISKS

Kokosing Testimonial: On the Design-Build I-70, Phase 2D project in Frederick, Maryland, Frederick is known for its karst formations that often result in sinkholes. It was soon discovered that the project was marked with 10 to 15 sinkholes varying 10-ft. wide and 10-ft. deep to a foot in diameter. Kokosing put mitigation plans in place which varied by sinkhole type/size to eliminate any future sinkholes and choke them off. Due to the karst topography, the project included lining ditches, ponds and geogrid layer of all roadway sections.



Fig. 4: DB I-70 Sinkholes

During construction, mitigation techniques may be required to reduce the impact of karst geology on embankments, pavements, stormwater basins and other structures, including diverting surface water to reduce the potential for groundwater contamination, graded backfilling, impervious liners for basins, and sealing culvert joints. Regardless of the mitigation method, the potential for encountering unanticipated karst features during construction exists and that mitigation solutions must be flexible to adapt to various conditions. On past projects, we proactively developed engineered solutions during the design phase that could be applied to different sizes and types of sinkholes when they were encountered during construction which eliminated delays.

Role of VDOT and Other Agencies: VDOT's primary role in the mitigation of this risk is their normal review and approval tasks for the project's geotechnical exploration plan and Geotechnical Engineering Report.

Appendix

ATTACHMENT 3.1.2

Project: I-81 Widening MM 221 to MM 225

State Project No.: 0081-007-013

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	16-18
Acknowledgement of RFQ, Revision and/or Addenda	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	19
Letter of Submittal (on Offeror's letterhead)				1
Authorized Representative's signature	NA	Section 3.2.1	yes	1
Offeror's Point of Contact information	NA	Section 3.2.2	yes	1
Principal Officer information	NA	Section 3.2.3	yes	1
Offeror's Corporate Structure	NA	Section 3.2.4	yes	1
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	1
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	20-21
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	22-28
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	29
Evidence of obtaining bonding	NA	Section 3.2.9	no	30-32

ATTACHMENT 3.1.2

Project: I-81 Widening MM 221 to MM 225

State Project No.: 0081-007-013

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
SCC and DPOR registration documentation (Appendix)	Attachment 3.2.10	Section 3.2.10	no	33-58
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	36-42
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	43-55
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	56-58
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	N/A
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the 6% DBE goal	NA	Section 3.2.11	yes	1
Offeror's Team Structure				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	2-5
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	59-60
Key Personnel Resume – Entrusted Engineer in Charge	Attachment 3.3.1	Section 3.3.1.2	no	61-62
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.3	no	63-64
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.4	no	65-66
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.5	no	67-68
Organizational chart	NA	Section 3.3.2	yes	7
Organizational chart narrative	NA	Section 3.3.2	yes	5-6

ATTACHMENT 3.1.2

Project: I-81 Widening MM 221 to MM 225

State Project No.: 0081-007-013

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	69-71
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	72-74
Project Risk				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	8-15

ATTACHMENT 2.10

**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION**

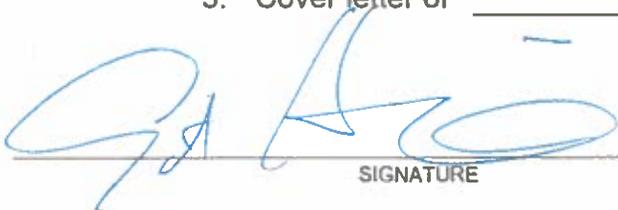
PROJECT: I-81 Widening MM 221 to MM 225
CONTRACT ID: C00116269DB116
PROJECT NO.: 0081-007-013

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 – July 1, 2022
(Date)
- 2. Cover letter of Addendum No. 1 – August 9, 2022
(Date)
- 3. Cover letter of _____
(Date)



SIGNATURE

8/17/2022

DATE

Greg Hamilton, PE, DBIA

PRINTED NAME

Regional Sr. Vice President

TITLE

ATTACHMENT 3.2.6

Project: I-81 Widening MM 221 to MM 225

State Project No. 0081-007-013

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
Subsidiary	Corman Kokosing Real Estate Holdings, LLC	12001 Guilford Road, Annapolis Junction, MD 20701
Subsidiary	CK-TV, LLC	12001 Guilford Road, Annapolis Junction, MD 20701
Subsidiary	CK-CCI, LLC	12001 Guilford Road, Annapolis Junction, MD 20701
Subsidiary	CK-CCI Holdings, LLC	12001 Guilford Road, Annapolis Junction, MD 20701
Subsidiary	Kokosing-McLean JV	12001 Guilford Road, Annapolis Junction, MD 20701
Affiliate	Corman Kokosing Construction Company	12001 Guilford Road, Annapolis Junction, MD 20701
Affiliate	CK-CMI, LLC	12001 Guilford Road, Annapolis Junction, MD 20701
Affiliate	Area Aggregates, LLC	659 Anderson Road, Woodville, OH 43469
Affiliate	Corna Kokosing Construction Company	6245 Westerville Road, Westerville, OH 43081
Affiliate	Cuyahoga Asphalt Material, Inc.	14946 Mayfield Road, East Claridon, OH 44033
Affiliate	Integrity Kokosing Pipeline Services	17531 Waterford Road, Fredericktown, OH 43019
Affiliate	Kokosing, Inc.	6235 Westerville Road, Westerville, OH 43081
Affiliate	Kokosing Materials, Inc.	17531 Waterford Road, Fredericktown, OH 43019
Affiliate	McGraw Kokosing, Inc.	101 Clark Boulevard, Monroe, OH 45044
Affiliate	Oak Tree Equity, LLC	6235 Westerville Road, Westerville, OH 43081

ATTACHMENT 3.2.6

Project: I-81 Widening MM 221 to MM 225

State Project No. 0081-007-013

Affiliated and Subsidiary Companies of the Offeror

Affiliate	Scioto Materials	6187 Westerville Road, Westerville, OH 43081
Affiliate	The Olen Corporation	4755 S High Street, Columbus, OH 43207
Affiliate	Third Gen, Inc.	6235 Westerville Road, Westerville, OH 43081
Affiliate	Granite-Parsons-Corman Joint Venture	c/o Granite Construction Northeast, Inc., 120 White Plains Road, Suite 310, Tarrytown, NY 10591
Affiliate	Skanska-Corman-McLean Joint Venture	295 Bendix Road, Suite 400, Virginia Beach, VA 23452

ATTACHMENT 3.2.7(a)

CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS

Project: I-81 Widening MM 221 to MM 225
Project No.: 0081-007-013

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

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

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

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

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

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

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



Signature

8/17/22

Date

Regional Sr. Vice President

Title

Kokosing Construction Company, Inc.

Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project: I-81 Widening MM 221 to MM 225
Project No.: 0081-007-013

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

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

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



7/14/22

Chief Business Officer

Signature

Date

Title

Rinker Design Associates, P.C.

Name of Firm

ATTACHMENT 3.2.7(b)

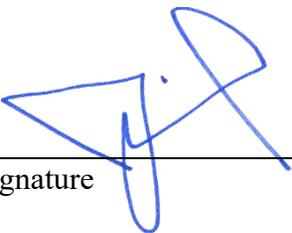
CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project: I-81 Widening MM 221 to MM 225
Project No.: 0081-007-013

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

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

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

 _____ Signature	July 21, 2022 _____ Date	Executive Vice President _____ Title
--	--------------------------------	--

Whitney, Bailey, Cox & Magnani, LLC (WBCM)

Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project: I-81 Widening MM 221 to MM 225
Project No.: 0081-007-013

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

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

<i>Dem A Sheth</i>	18 July 2022	Senior Associate
Signature	Date	Title

Haley & Aldrich, Inc.

Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project: I-81 Widening MM 221 to MM 225

Project No.: 0081-007-013

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

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

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


Signature

7/25/2022

Date

President

Title

Quinn Consulting Services, Inc.

Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project: I-81 Widening MM 221 to MM 225
Project No.: 0081-007-013

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

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

 _____ Signature	July 21, 2022 _____ Date	Vice President _____ Title
--	--------------------------------	----------------------------------

H & B Surveying and Mapping, LLC
Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project: I-81 Widening MM 221 to MM 225
Project No.: 0081-007-013

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

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


Signature

July 20, 2022
Date

Judson H. Dalton,
Vice President
Title

W. C. English, Incorporated
Name of Firm



Virginia Department of Transportation

Date Printed: 07/27/2022

**Department's List of Prequalified Vendors
Includes All Qualified Levels As Of 7/27/2022**

12:00 AM
Page 202

- K -

Vendor ID: K1805
Vendor Name: KOKOSING CONSTRUCTION COMPANY, INC.
Prequal Level: Prequalified
Prequal Exp: 06/30/2023

-- PREQ Address --
6235 WESTERVILLE ROAD
WESTERVILLE, VA 43081
Phone: (614)228-1029
Fax: (614)228-7065

Work Classes (Listed But Not Limited To)
003 - MAJOR STRUCTURES
022 - INCIDENTAL CONCRETE
179 - H.C.C. PAVEMENT

Bus. Contact: BODENHORN, RYAN
Email: RMB@KOKOSING.BIZ

-- DBE Information --

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



Cathy L. Woodruff

Marsh USA Inc.
200 Public Square
Suite 3760
Cleveland, OH 44114
(216) 937-1379
Cathy.L.Woodruff@marsh.com
www.marsh.com

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

July 22, 2022

Subject: Kokosing Construction Company, Inc.
A Design-Build Project
I-81 Widening MM 221 to MM225, Augusta County, Virginia
State Project No.: 0081-007-013, B638, B639, B640, B641, B642, C501, D602, D603, P101, R201
Federal Project No.: NHPP-081-2(329); Contract ID Number: C00116269DB116

This letter will confirm that Kokosing Construction Company, Inc. is highly regarded by and prequalified with its surety companies, Liberty Mutual Insurance Company (A.M. Best Rating A, XV) and Travelers Casualty and Surety Company of America (A.M. Best Rating A++, XV), co-sureties for Kokosing Construction Company, Inc. Kokosing Construction Company, Inc. is capable of obtaining performance and payment bonds based on the current estimated contract value of \$122,000,000 for this project with aggregate contracts exceeding \$3 billion. These single project size and aggregate capacity levels are by no means meant to imply a maximum capacity level and should larger capacity amounts be necessary the underwriters are favorable toward providing Kokosing Construction Company, Inc. with higher support levels.

This letter also confirms that Kokosing Construction Company, Inc. is capable of providing 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 Kokosing Construction Company, Inc., in the event they are the successful bidder and enter into a contract for this project.

This pre-qualification is conditioned on acceptable underwriting considerations such as final contract terms and condition, bond forms and final project details.

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

Sincerely,

Cathy L. Woodruff, Attorney-in-Fact
Liberty Mutual Insurance Company
Travelers Casualty and Surety Company of America





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

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

Certificate No: 8204866

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, Cathy L. Woodruff

all of the city of Cleveland, state of Ohio 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 15th day of February, 2021.

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



By: David M. Carey

David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 15th day of February, 2021, 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 - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number 1126044
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, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company do hereby certify that this 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 22nd day of July, 2022.



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.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.



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

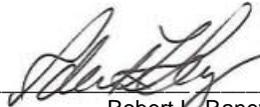
POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint Cathy L. Woodruff of Cleveland, Ohio, their true and lawful Attorney(s)-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **21st** day of **April, 2021**.



State of Connecticut

By: 
 Robert L. Raney, Senior Vice President

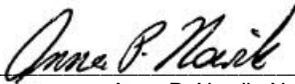
City of Hartford ss.

On this the **21st** day of **April, 2021**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of each of the Companies, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June, 2026**




 Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of each of the Companies, which resolutions are now in full force and effect, reading as follows:

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

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

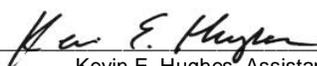
FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice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

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

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of each of the Companies, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 22nd day of July, 2022.




 Kevin E. Hughes, Assistant Secretary

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

ATTACHMENT 3.2.10

Project: I-81 Widening MM 221 to MM 225

State Project No.: 0081-007-013

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)			DPOR Information (3.2.10.2)		
		SCC Information (3.2.10.1)			DPOR Information (3.2.10.2)		
Business Name	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number	DPOR Expiration Date
Kokosing Construction Co., Inc.	11287375	Stock Corp.	Active	6235 Westerville Road, Westerville, OH 43081	Class A Contractor	2705181948	12.31.23
				4301 Dominion Boulevard, Suite 100, Glen Allen, VA 23060	ENG, LS	0410000220	2.29.24
				927 Maple Grove Dr., Suite 105, Fredericksburg, VA 22407	LS	0410000156	2.29.24
Rinker Design Associates, P.C.	02270627	Stock Corp.	Active	11100 Endavor Court, Suite 200, Manassas, VA 20109	ENG, LS	0405000502	12.31.23
				4500 Main Street, Suite 310, Virginia Beach, VA 23462	LS	0410000312	2.29.24
Whitney, Bailey, Cox & Magnani, LLC	T0185951	Limited Liability Company	Active	203 South Main Street, Lexington, VA 24450	ENG	0411001562	2.29.24

ATTACHMENT 3.2.10

Project: I-81 Widening MM 221 to MM 225

State Project No.: 0081-007-013

SCC and DPOR Information

Whitney, Bailey, Cox & Magnani, LLC				300 East Joppa Road, Suite 200, Baltimore, MD 21286	ARC, LS, ENG, LA	0407001741	12.31.23
Haley & Aldrich, Inc.	F1088188	Stock Corp.	Active	7601 Lewinsville Road, Suite 101 McLean, VA 22102 <i>*This DPOR license shows their Burlington, MA address, but it is for their McLean, VA office</i>	ENG	0407003076	12.31.23
				1 Park West Cir, Ste 208 Midlothian, VA 23114 <i>*This DPOR license shows their Bedford, NH address, but it is for their Midlothian, VA office</i>	ENG	0411001684	2.29.24
Quinn Consulting Services, Inc.	04925517	Stock Corp.	Active	14160 Newbrook Dr., Suite 220 Chantilly, VA 20151	ENG	0407003733	12.31.23
H&B Surveying and Mapping, LLC	S290560-4	Limited Liability Company	Active	614 Moorefield Park Drive Richmond, VA 23236	LS	0407005432	12.31.23

ATTACHMENT 3.2.10

Project: I-81 Widening MM 221 to MM 225

State Project No.: 0081-007-013

SCC and DPOR Information

H&B Surveying and Mapping, LLC				2105 Electric Road Suite 103 Roanoke, VA 24018	LS	0411001268	2.29.24
W.C. English, Inc.	00689448	Stock Corp.	Active	PO Box P-7000 Lynchburg, VA 24505	Class A Contractor	2701003331	4.30.24

DPOR INFORMATION FOR INDIVIDUALS (REQ 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
Kokosing Construction Co., Inc.	Ryan Gorman, PE, DBIA	Glen Allen, VA (RDA's office)	2660 Old Timber Way, Powhatan, VA 23139	PE License	0402033522	6.30.24
Quinn Consulting Services, Inc.	Scott Shropshire, PE	Chantilly, VA	5203 Yellow Birch Dr., Fredericksburg, VA 22407	PE License	0402035812	6.30.23
Rinker Design Associates, P.C.	Darell Fischer, P.E., DBIA	Glen Allen, VA	14101 Spring Gate Terrace, Midlothian, VA 23112	PE License	0402023296	6.30.24

State Corporation Commission Clerk's Information System

Entity Information

Entity Information

Entity Name: Kokosing Construction Company, Inc.	Entity ID: 11287375
Entity Type: Stock Corporation	Entity Status: Active
Series LLC: N/A	Reason for Status: Active and In Good Standing
Formation Date: 01/16/1981	Status Date: 09/28/2021
VA Qualification Date: 09/28/2021	Period of Duration: Perpetual
Industry Code: 0 - General	Annual Report Due Date: N/A
Jurisdiction: OH	Charter Fee: \$250.00
Registration Fee Due Date: Not Required	

Registered Agent Information

RA Type: Entity	Locality: HENRICO COUNTY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: C T CORPORATION SYSTEM	Registered Office Address: 4701 Cox Rd Ste 285, Glen Allen, VA, 23060 - 6808, USA

Principal Office Address

Address: 6235 Westerville Rd, Westerville, OH, 43081
- 4041, USA

Entity Information

Entity Information

Entity Name: Rinker Design Associates, P.C.

Entity ID: 02270627

Entity Type: Stock Corporation

Entity Status: **Active**

Series LLC: N/A

Reason for Status: Active and In Good Standing

Formation Date: 02/24/1982

Status Date: 04/22/1991

VA Qualification Date: 02/24/1982

Period of Duration: Perpetual

Industry Code: 70 - Other DULY LICENSED PROFESSIONAL ENTITY
not listed below as SPECIFIED in Section 13.1-543
of the Code of Virginia

Annual Report Due Date: N/A

Jurisdiction: VA

Charter Fee: \$0.00

Registration Fee Due Date: Not Required

Registered Agent Information

RA Type: Individual

Locality: FAIRFAX COUNTY

RA Qualification: Member of the Virginia State Bar

Name: Thomas F. Quinn

Registered Office Address: 1775 Wiehle Ave Ste 400, Reston, VA, 20190 -
5159, USA

Principal Office Address

Privacy Policy (<https://www.scc.virginia.gov/privacy.aspx>) | [Contact Us](#)

(https://www.scc.virginia.gov/clk/clk_contact.aspx)

Entity Information

Entity Information

Entity Name: Whitney, Bailey, Cox & Magnani, LLC
Entity ID: T0185951

Entity Type: Limited Liability Company
Entity Status: **Active**

Series LLC: No
Reason for Status: Active

Formation Date: N/A
Status Date: 03/13/2001

VA Qualification Date: 03/13/2001

Period of Duration: Perpetual

Industry Code: 0 - General
Annual Report Due Date: N/A

Jurisdiction: MD
Charter Fee: N/A

Registration Fee Due Date: Not Required

Registered Agent Information

RA Type: Entity
Locality: VIRGINIA BEACH CITY

RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO
TRANSACTION BUSINESS IN VIRGINIA

Name: Registered Agents Inc.
Registered Office Address: 4445 Corporation Ln Ste 264, Virginia Beach, VA,
23462 - 3262, USA

Principal Office Address

Privacy Policy (<https://www.scc.virginia.gov/privacy.aspx>) | Contact Us
Address: (https://www.scc.virginia.gov/clk/clk_contact.aspx)

Entity Information

Entity Information

Entity Name: HALEY & ALDRICH, INC.

Entity ID: F1088188

Entity Type: Stock Corporation

Entity Status: **Active**

Series LLC: N/A

Reason for Status: Active and In Good Standing

Formation Date: 01/05/1962

Status Date: 06/15/2022

VA Qualification Date: 05/13/1999

Period of Duration: Perpetual

Industry Code: 0 - General

Annual Report Due Date: N/A

Jurisdiction: DE

Charter Fee: \$1400.00

Registration Fee Due Date: Not Required

Registered Agent Information

RA Type: Entity

Locality: RICHMOND CITY

RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO
TRANSACTION BUSINESS IN VIRGINIA

Name: CORPORATION SERVICE COMPANY

Registered Office Address: 100 Shockoe Slip Fl 2, Richmond, VA, 23219 -
4100, USA

Principal Office Address

Privacy Policy (<https://www.scc.virginia.gov/privacy.aspx>) | [Contact Us](#)

Address: (https://www.scc.virginia.gov/clk/clk_contact.aspx)

State Corporation Commission
Clerk's Information System

Entity Information

Entity Information

Entity Name: QUIJIN CONSULTING SERVICES INCORPORATED	Entity ID: 04925517
Entity Type: Stock Corporation	Entity Status: Active
Series LLC: N/A	Reason for Status: Active and In Good Standing
Formation Date: 10/24/1997	Status Date: 12/01/2008
VA Qualification Date: 10/24/1997	Period of Duration: Perpetual
Industry Code: 0 - General	Annual Report Due Date: N/A
Jurisdiction: VA	Charter Fee: \$50.00
Registration Fee Due Date: Not Required	

Registered Agent Information

RA Type: Individual	Locality: ARLINGTON COUNTY
RA Qualification: Member of the Virginia State Bar	
Name: JOHN H QUIJIN JR	Registered Office Address: 2208 S KIVOLL ST, ARLINGTON, VA, 22202 - 2134, USA

Principal Office Address

Address: 14160 NEWBROOK DRIVE, SUITE 220, CHANTILLY, VA, 20151 - 0000,
USA

Entity Information

Entity Information

Entity Name: H & B Surveying and Mapping, LLC
Entity ID: S2905604

Entity Type: Limited Liability Company
Entity Status: **Active**

Series LLC: No
Reason for Status: Active

Formation Date: 04/27/2009
Status Date: 04/27/2009

VA Qualification Date: 04/27/2009

Period of Duration: Perpetual

Industry Code: 0 - General
Annual Report Due Date: N/A

Jurisdiction: VA
Charter Fee: N/A

Registration Fee Due Date: Not Required

Registered Agent Information

RA Type: Individual
Locality: HENRICO COUNTY

RA Qualification: Member of the Virginia State Bar

Name: TIMOTHY H GUARE
Registered Office Address: TIMOTHY H GUARE PLC, 6802 PARAGON PL STE
100, HENRICO, VA, 23230 - 0000, USA

Principal Office Address

Address:
Privacy Policy (<https://www.scc.virginia.gov/privacy.aspx>) | Contact Us
(https://www.scc.virginia.gov/clk/clk_contact.aspx)

Entity Information

Entity Information

Entity Name: W. C. ENGLISH, INCORPORATED
Entity ID: 00689448
Entity Type: Stock Corporation
Entity Status: **Active**
Series LLC: N/A
Reason for Status: Active and In Good Standing
Formation Date: 04/06/1954
Status Date: 05/09/2018
VA Qualification Date: 04/06/1954
Period of Duration: Perpetual
Industry Code: 0 - General
Annual Report Due Date: N/A
Jurisdiction: VA
Charter Fee: \$390.00
Registration Fee Due Date: Not Required

Registered Agent Information

RA Type: Individual
Locality: CAMPBELL COUNTY
RA Qualification: Member of the Virginia State Bar
Name: JAMES P KENT JR
Registered Office Address: 525 7TH STREET, ALTAVISTA, VA, 24517 - 0000,
USA

Principal Office Address

Address:
Privacy Policy (<https://www.scc.virginia.gov/privacy.aspx>) | Contact Us
(https://www.scc.virginia.gov/clk/clk_contact.aspx)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2023

NUMBER

2705181948

BOARD FOR CONTRACTORS
CLASS A CONTRACTOR
CLASSIFICATIONS H/H



KOKOSING CONSTRUCTION COMPANY INC
6235 WESTERVILLE ROAD
WESTERVILLE, OH 43081



Mary Broz-Vaughan
Mary Broz-Vaughan, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

CLASS A BOARD FOR CONTRACTORS
CONTRACTOR

CLASSIFICATIONS H/H
NUMBER: 2705181948 EXPIRES: 12-31-2023

KOKOSING CONSTRUCTION COMPANY INC
6235 WESTERVILLE ROAD
WESTERVILLE, OH 43081



(FOLD)

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

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

02-29-2024

NUMBER

0410000220

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

PROFESSIONAL CORPORATION BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG, LS



RINKER DESIGN ASSOCIATES PC
4301 DOMINION BOULEVARD STE 100
GLEN ALLEN, VA 23060



Demetrios J. Mella
Demetrios J. Mella, Director

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



COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

Glenn A. Youngkin
Governor

March 2, 2022

G. Bryan Slater
Secretary of Labor

Demetrios J. Melis
Director

RINKER DESIGN ASSOCIATES PC
927 MAPLE GROVE DR,
STE 105,
FREDERICKSBURG, VA 22407

Re: License Type: Professional Corporation Branch
Office

Firm License Number: 0410000156

Issue Date: December 27, 2005

Expiration Date: February 29, 2024

Dear RINKER DESIGN ASSOCIATES PC:

Due to recent supply chain issues, the Department of Professional & Occupational Regulation is not able to print your license at this time. The Department expects to deliver your license in the next several months. In the meantime, this letter serves as your official license.

If you need further assistance, please visit our website at <https://dpor.virginia.gov/>, contact the Board office by email at apelscidla@dpor.virginia.gov or telephone at (804) 367-8506.

Sincerely,

Board for Architects, Professional Engineers, Land Surveyors,
Certified Interior Designers and Landscape Architects

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2023

NUMBER

0405000502

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

PROFESSIONS: ENG, LS



RINKER DESIGN ASSOCIATES PC
11100 ENDEAVOR CT STE 200
MANASSAS, VA 20109



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

Mary Broz-Vaughan, Director



COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

Glenn A. Youngkin
Governor

March 2, 2022

G. Bryan Slater
Secretary of Labor

Demetrios J. Melis
Director

RINKER DESIGN ASSOCIATES PC
4500 MAIN ST,
STE 310,
VIRGINIA BEACH, VA 23462

Re: License Type: Professional Corporation Branch
Office

Firm License Number: 0410000312
Issue Date: January 31, 2019
Expiration Date: February 29, 2024

Dear RINKER DESIGN ASSOCIATES PC:

Due to recent supply chain issues, the Department of Professional & Occupational Regulation is not able to print your license at this time. The Department expects to deliver your license in the next several months. In the meantime, this letter serves as your official license.

If you need further assistance, please visit our website at <https://dpor.virginia.gov/>, contact the Board office by email at apelscidla@dpor.virginia.gov or telephone at (804) 367-8506.

Sincerely,

Board for Architects, Professional Engineers, Land Surveyors,
Certified Interior Designers and Landscape Architects

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

02-29-2024

NUMBER

0411001562

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

PROFESSIONS: ENG



WHITNEY, BAILEY, COX AND MAGNANI
203 S MAIN ST
LEXINGTON, VA 24450



Demetrius J. Meigs
Demetrius J. Meigs, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR APPLSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411001562 EXPIRES: 02-29-2024
PROFESSIONS: ENG
WHITNEY, BAILEY, COX AND MAGNANI
203 S MAIN ST
LEXINGTON, VA 24450



(FOLD)

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

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2023

NUMBER

0407001741

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

PROFESSIONS: ARC, LS, ENG, LA



WHITNEY, BAILEY, COX AND MAGNANI
300 E JOPPA RD STE 200
BALTIMORE, MD 21286



Mary Brock-Vaughan
Mary Brock-Vaughan, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

BOARD FOR AP/LS/CID/LA
BUSINESS ENTITY REGISTRATION

NUMBER: 0407001741 EXPIRES: 12-31-2023

PROFESSIONS: ARC, LS, ENG, LA

WHITNEY, BAILEY, COX AND MAGNANI

300 E JOPPA RD STE 200

BALTIMORE, MD 21286



(FOLD)

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

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2023

NUMBER

0407003076

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

PROFESSIONS: ENG



HALEY & ALDRICH, INC
70 BLANCHARD RD
SUITE 204
BURLINGTON, MA 01803



Mary Broz-Vaughan
Mary Broz-Vaughan, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR AP/LS/CI/D/LA
BUSINESS ENTITY REGISTRATION

NUMBER: 0407003076 EXPIRES: 12-31-2023

PROFESSIONS: ENG

HALEY & ALDRICH, INC
70 BLANCHARD RD
SUITE 204
BURLINGTON, MA 01803



(FOLD)

MCLEAN
(OFFICE)

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

DPOR-PC (02/2017)

NOTE: This DPOR is for the McLean, VA office. See license lookup screenshot below.



Department of Professional and Occupational Regulation

Applicants

Licenses

Consumers

LICENSING + SERVICES PROFESSIONS BOARDS DIVIS

License Search

Advanced License Search

Disciplinary Action Search

License Details

Related Licenses



Name	HALEY & ALDRICH, INC
License Number	0407003076
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	7601 LEWINSVILLE RD SUITE 101, MCLEAN, VA 22102
Initial Certification Date	1992-04-20
Expiration Date	2023-12-31

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

02-29-2024

NUMBER

0411001684

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

PROFESSIONS: ENG



HALEY & ALDRICH, INC
3 BEDFORD FARMS DR
STE 301
BEDFORD, NH 03110



Dorcas J. Mello
Dorcas J. Mello, Director

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

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DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR APELSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411001684 EXPIRES: 02-29-2024
PROFESSIONS: ENG
HALEY & ALDRICH, INC
3 BEDFORD FARMS DR
STE 301
BEDFORD, NH 03110



(FOLD)

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

DPOR-PC (02/2017)

MIDLOTHIAN

NOTE: This DPOR is for the Midlothian, VA office. See license lookup screenshot below.



Department of Professional and Occupational Regulation

Applicants

Licensees

Consumers

LICENSING + SERVICES PROFESSIONS BOARDS DIVIS

License Search

Advanced License Search

Disciplinary Action Search

License Details

Related Licenses



Name	HALEY & ALDRICH, INC
License Number	0411001684
License Description	Business Entity Branch Office Registration
Business Type	Corporation
Rank	Business Entity Branch Office
Address	1 PARK WEST CIR STE 208, MIDLOTHIAN, VA 23114
Initial Certification Date	2021-03-18
Expiration Date	2024-02-29

COMMONWEALTH of VIRGINIA

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

EXPIRES ON
12-31-2023

NUMBER
0407003733

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



QUINN CONSULTING SERVICES INCORPORATED
14160 NEWBROOK DR
STE 220
CHANTILLY, VA 20151



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

Mary Broz-Vasbosh
Mary Broz-Vasbosh, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)

 COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR AP/ELSCIDLA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407003733 EXPIRES: 12-31-2023
PROFESSIONS: ENG
QUINN CONSULTING SERVICES INCORPORATED
14160 NEWBROOK DR
STE 220
CHANTILLY, VA 20151



(FOLD)

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

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2023

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
614 MOOREFIELD PARK DR
RICHMOND, VA 23236



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

Mary Broz-Vaughan
Mary Broz-Vaughan, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON
02-29-2024

NUMBER
0411001268

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

PROFESSIONS: LS



H & B SURVEYING & MAPPING LLC
2105 ELECTRIC RD SW STE 103
ROANOKE, VA 24018



[Signature]
Dermot J. Molloy, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

04-30-2024

NUMBER

2701003331

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



W C ENGLISH INCORPORATED
PO BOX P-7000
LYNCHBURG, VA 24505



Demetrios J. Mellis
Demetrios J. Mellis, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

06-30-2024

NUMBER

0402033522

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



RYAN GREGORY GORMAN
2660 OLD TIMBER WAY
POWHATAN, VA 23139



Demetris J. Mello
Demetris J. Mello, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR APESCIDLA
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402033522 EXPIRES: 06-30-2024

RYAN GREGORY GORMAN
2660 OLD TIMBER WAY
POWHATAN, VA 23139



(FOLD)

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

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

06-30-2023

NUMBER

0402035812

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



STEVEN SCOTT SHROPSHIRE
5203 YELLOW BIRCH DRIVE
FREDERICKSBURG, VA 22407



Mary Broz-Vaughan
Mary Broz-Vaughan, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

06-30-2024

NUMBER

0402023296

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



DARELL LEE FISCHER
14101 SPRING GATE TERRACE
MIDLOTHIAN, VA 23112



Doreen J. Mella
Doreen J. Mella, Director

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

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.	
a.	Name & Title: Steven Marincic, PE Sr. Area Manager
b.	Project Assignment: Design-Build Project Manager
c.	Name of the Firm with which you are employed at the time of submitting SOQ.: Kokosing Construction Company, Inc.
d.	<p>Employment History: With this Firm <u>25</u> Years With Other Firms <u>6</u> Years</p> <p>Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p>Kokosing Construction Company, Inc., Annapolis Junction, MD Start Date: Nov. 2021 End Date: Present Position: Sr. Area Manager. Steve is responsible for project management, cost estimating and project procurement on an executive level. He assigns project staffing, equipment and resources with a concentration in managing, coordinating, and monitoring highway/bridge projects, including personnel (project managers, project engineers, superintendents, foremen, key craft employees, support staff), manages equipment utilization, budgets and schedules, ensures project reports are compiled/shared with stakeholders, including cost forecasting, assists project teams in resolving issues, ensures projects met schedule, company quality and Standard Operating Procedures (SOPs), and is a champion of project management standards, safety SOPs, and business processes to project teams, including daily quantity and time reporting, regular weekly internal progress meetings/cost reviews, review of work plans, and safety plans.</p> <p>Kokosing Construction Company, Inc., Columbus, OH Start Date: 2018 End Date: Oct. 2021 Position: Sr. Area Manager. Steve was responsible for project management, cost estimating and project procurement on an executive level. He assigned project staffing, equipment and resources with a concentration in managing, coordinating, and monitoring highway/bridge projects, including personnel (project managers, project engineers, superintendents, foremen, key craft employees, support staff), managed equipment utilization, budgets and schedules, ensured project reports are compiled/shared with stakeholders, including cost forecasting, assisted project teams in resolving issues, ensured projects met schedule, company quality and Standard Operating Procedures (SOPs), and was a champion of project management standards, safety SOPs, and business processes to project teams, including daily quantity and time reporting, regular weekly internal progress meetings/cost reviews, review of work plans, and safety plans.</p> <p>Kokosing Construction Company, Inc., Columbus, OH Start Date: 2015 End Date: 2018 Position: Area Manager. Steve oversaw project management, estimating, environmental management, and real estate management in the company's Heavy Highway Division where he was responsible for estimating highway projects, procurement, zoning approval and environmental permitting of the divisions' off project concrete and asphalt plant sites, borrow and waste areas, as well as their corresponding 404/401 permits and Stormwater Pollution Prevention Plans (SWPPPs). On the operation side, Steve was project executive for one design-build and one design-bid-build project.</p> <p>Kokosing Construction Company, Inc., Columbus, OH Start Date: 2010 End Date: 2015 Position: Project Manager/Estimator/Environmental Manager. Steve was responsible for estimating highway projects and environmental permitting of the company Heavy Highway Division's off project site concrete and asphalt plant sites, borrow and waste areas and SWPPPs. He also oversaw design and implementation of SWPPP on highway and bridge projects up to \$69 Million.</p> <p>Kokosing Construction Company, Inc., Columbus, OH Start Date: 1997 End Date: 2009 Position: Project Superintendent. Steve oversaw heavy highway transportation projects up to \$80 Million.</p>
e.	Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Case Western Reserve University, Cleveland, OH BS 1993 Civil Engineering
f.	Active Registration: Year First Registered/ Discipline/VA Registration #: N/A
g.	<p>Document the extent and depth of your experience and qualifications relevant to the Project.</p> <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> <p>(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.)</p> <p>* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.</p>
Arlington National Cemetery Defense Access Road, Arlington, VA, \$105.3 Million, Federal Highway Administration/Eastern Federal Lands Highway Division	
With Current Firm? Yes	Project Role: Sr. Project Manager

Start Date: Dec. 2021

End Date: June 2025 Est.

Sr. Project Manager. Steve oversees construction with safety at the forefront, leads the project team, equipment and material procurement, establishes/executes objectives and goals, completes work plans, maintains budgets and resources, procures/coordinates subcontractors, developed the project-specific safety program with the project team, dictates schedules, conducts progress meetings, evaluates/minimizes exposures and risks, mitigates issues, reviews/approves deliverables, RFIs, change orders, administers contracts, oversees budget, safety, and quality compliance and assists the owner in public outreach and attends public meetings. Within the first nine months, Steve led the development/execution of a major Value Engineering proposal which resulted in a \$3 Million project cost savings. He mitigated two potential delays which resulted in meeting a major milestone and keeping the project on track. Steve presented and received approval on a design-build solution to redesign a structure that is to be constructed adjacent to a residential neighborhood which is being well received by the residents. He is also proactive in leading the project team in negotiating resolutions to issues amicably before they become problematic.

This project expands Arlington Cemetery by over 50 acres by realigning Columbia Pike and S. Joyce Street, replacing Southgate Road with a new segment of S. Nash Street, expanding Foxcroft Heights Park, modifying Columbia Pike/Washington Blvd. interchange, and includes 500,000 CY of earthwork. Design-build elements include designing/constructing three soldier pile and lagging retaining walls and king pile walls. Drilled shafts for the retaining walls 48-ft. to 66-ft. and up to 80-ft. deep. *Relevancy: Design-Build Elements; Roadway; Survey; Structures; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Utilities; Public Involvement/Relations; Signage, Lighting, QA/QC; Construction Engineering/Inspection; Project Management*

Design-Build I-70, Belmont County, OH, \$25 Million, Ohio Dept. of Transportation

With Current Firm? Yes

Project Role: Project Manager

Start Date: Nov. 2009

End Date: Dec. 2011

Project Manager. Steve oversaw design and construction, led the project team, equipment and material procurement, established/executed objectives and goals, managed work plans, maintained budgets and resources, procured/coordinated subcontractors, developed the project-specific safety program with the project team, dictated the schedules, conducted progress meetings, evaluated/minimized exposures and risks, mitigated issues, reviewed/approved design deliverables, RFIs, change orders, administered contracts, oversaw budget, safety, and quality compliance and coordinated/managed public outreach/meetings. He led recycling the demolished asphalt and concrete pavement by coordinating with local county officials to assist them in using it in other roadway repair projects. Not only did it avoid disposing these roadway materials, it saved the owner money.

This project completely removed/replaced four miles of interstate highway, including adding third lane widening eastbound/westbound, four bridges over roadways, and 50,000 CY of excavation, taking this four-mile section of I-70 from four to six lanes. *Relevancy: Design-Build; Roadway; Survey; Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Utilities; Public Involvement/Relations; Signage, Lighting, Owner QA/QC; Construction Engineering/Inspection; Project Management*

I-70/I-71 Downtown Ramp Up, Phase 2E, Columbus, OH, \$82 Million, Ohio Dept. of Transportation

With Current Firm? Yes

Project Role: Project Manager

Start Date: March 2019

End Date: Nov. 2021

Project Manager. Steve oversaw construction, led the project team, equipment and material procurement, established/executed objectives and goals, managed work plans, maintained budgets and resources, procured/coordinated subcontractors, developed the project-specific safety program with the project team, dictated the schedules, conducted progress meetings, evaluated/minimized exposures and risks, mitigated issues, reviewed/approved design deliverables, RFIs, change orders, administered contracts, oversaw budget, safety, and quality compliance and coordinated/managed public outreach/meetings.

This project reconstructed/widened I-70 east from 4th St. to Miller Ave., constructed new ramps from Fulton St. to I-70 east and I-70 east to Parsons Ave., and reconstructed Fulton St. from Third St. and 4th St. and contributes to resolving the biggest safety and congestion issues along the I-70/I-71 downtown corridor. Used soldier pile lagging walls, secant walls, MSE walls and cast-in-place walls to manage the complex grade differentials to accomplish the interstate widening within the existing right-of-way. Throughout this major downtown interstate project, Steve worked with EMS official's hospital administrators, staying in tune with their needs, and led his team to successfully maintain public access to the hospital by spearheading the re-design of the Maintenance of Traffic Plan to use a short-term closure of an exit ramp and intersection and added a temporary roadway vs. a long-term phased approach that fell short of providing the room to keep traffic moving. *Relevancy: Design-Build Elements; Roadway; Survey; Structures; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering /Inspection; Railroad Coordination; Project Management*

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: **Ryan Gorman, PE, DBIA | Vice President, Alternative Delivery**

b. Project Assignment: **Entrusted Engineer in Charge**

c. Name of the Firm with which you are employed at the time of submitting SOQ.:
Kokosing Construction Company, Inc.

d. Employment History: With this Firm 25 Years With Other Firms 1 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):
Kokosing Construction Company: Start Date: 2016 | End Date: Present | Position: Vice President, Alternative Contracting: Manages design-build projects from procurement to final execution. Serves in key roles such as Design-Build Project Manager, Entrusted Engineer-in-Charge, and Responsible Charge Engineer.
Start Date: 2015 | End Date: 2016 | Position: Design-Build Manager: Involved on an executive level on design-build procurements and projects.
Start Date: 2012 | End Date: 2015 | Position: Business Development Manager/Sr. Estimator: Managed Design-Build, Estimating, and Marketing Departments in Kokosing’s office near Richmond, VA.
Start Date: 1996 | End Date: 2012 | Position: Project Engineer/Superintendent/Project Manager/Operations Manager: Continuous progression of roles/responsibilities on road, bridge, and utility projects for VDOT, the City of Richmond, and counties in Virginia. Managed onsite personnel, developed/reviewed QA/QC plans/programs, outlined project plans, inspected/reviewed projects for safety/quality compliance, and ensured projects were completed on time.
Organization: Virginia Transportation Construction Alliance (VTCA): Immediate Past President

e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:
Clarkson University, Potsdam, NY | BS | 1995 | Civil Engineering
Virginia Tech, Blacksburg, VA | 2001 | Transportation Construction Management, Leadership Training

f. Active Registration: Year First Registered/ Discipline/VA Registration #:
2002 | Registered Professional Engineer | VA Registration #0402033522

g. Document the extent and depth of your experience and qualifications relevant to the Project.
1. *Note your role, responsibility, and specific job duties for each project, not those of the firm.*
2. *Note whether experience is with current firm or with other firm.*
3. *Provide beginning and end dates for each 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.)

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

Design-Build I-64 Widening Exits 200-205, Henrico/New Kent Counties, VA, \$46.6 Million, VDOT	
With Current Firm? Yes	Project Role: Design/Construction Integrator
Start Date: Aug. 2017	End Date: Aug. 2019

Design/Construction Integrator. Ryan managed the designer and integrated the design-build process with the construction teams for contract conformance, compiled the final Released for Construction plans/specifications/final work packages, ensured complex design decisions involving multi-disciplinary work were made by qualified professional engineers, performed design quality and constructability reviews, confirmed owner’s requirements were met, held the designer to the project schedule, coordinated design reviews with reviewing agencies, and resolved potential hazards. Ryan managed the lead designer, coordinated the design, led design coordination meetings, tracked outstanding items, performed value engineering, and coordinated interaction between lead designer, design-builder joint venture, and owner to meet design schedules, build in innovation, and vet opinions. He ensured ROW, environmental permits, and utility relocations were completed timely, made engineering designs and evaluated for any project impacts, made/approved engineering decisions during construction, attended public meetings, had the authority to stop work and ensured safe, constructible, functional project delivery. Ryan was also Deputy Design-Build Project Manager where he assisted/ensured the design, construction, quality management, contract administration and other required services. Widened five miles of I-64 from two to three travel lanes in each direction, including adding a 12-ft. wide travel lane and a 10-ft. wide shoulder (6-ft. graded, 4-ft. paved) within the median in both directions of the existing roadway, widened eastbound/westbound 264-ft. bridges by 26-ft. to the inside over the Chickahominy River and rehabilitated the concrete deck, and constructed sound walls. The critical path ran through bridge structures, so the phased demolition and construction plans were synchronized to take advantage of the available access, crews and equipment. Re-used the existing substructure and girders vs. replacing them which accelerated the project’s second phase. Since there was an extremely narrow space in the median when widening the bridge; not enough to accommodate the cranes following

construction, the foundations, piers, and girders were constructed from the middle out, with the cranes backing up as each span was constructed. This project was completed ahead of schedule and under budget despite historic river flooding/rain and VDOT adding a significant amount of work to the scope.

Relevancy: *VDOT Design-Build; Roadway; Survey; Structure/Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering/Inspection; Project Management*

Design-Build Route 29 Solutions, Albemarle County, VA, \$129 Million, VDOT	
With Current Firm? Yes	Project Role: Responsible Charge Engineer
Start Date: Jan. 2015	End Date: July 2017

Responsible Charge Engineer for VDOT’s first design-build project requiring one where he was assigned full time once design started and was onsite full time from construction through final acceptance. Ryan ensured design, utility relocations, ROW acquisition, environmental permitting, construction, quality management, contract administration, material procurement, equipment services were performed timely and per contract. He worked with the design/construction teams to streamline integration, compiled final Released for Construction plans/specifications/final work packages, communicated with VDOT, and acted on behalf of the design-builder joint venture. Ryan oversaw coordinating design elements from a design/construction perspective and worked with the design manager. He made engineering designs and evaluated for any project impacts; resolved potential hazards; made/approved engineering decisions during construction; had the authority to stop work and ensured safe, constructible, and functional project delivery. Ryan coordinated/attended public meetings and answered questions. He was also Interim Design-Build Project Manager during preconstruction and Deputy Design-Build Project Manager during construction.

Widened US 29, a major regional traffic corridor, from four to six lanes for 1.8 miles to complete a six-lane roadway section. Reconstructed northbound lanes and after switching northbound traffic onto the new pavement in the former median area, graded the original northbound lanes to create a third lane for northbound traffic. While using existing ROW, an advanced work package gave shoulder strengthening/grading within the median an early start.

Rio Road Bridge was a single span overpass constructed with concrete box beams and a CIP deck on top. Fast tracked construction with most of the substructure built under live traffic. Substantially completed the bridge in 57 days and reopened Rio Road intersection 46 days ahead of schedule. Extended Berkmar Drive on new alignment, including a 716-ft. long steel girder bridge with a concrete deck and parapet walls spanning Rivanna River’s South Fork. An alternative alignment/profile near the bridge crossing of the river provides a bridge on a tangent, which simplifies construction/maintenance, and allows easier future bridge widening. Design was on an accelerated schedule for ROW plans in six months and construction plans in nine. Ryan facilitated the design process and was embedded in the lead designer’s local office during critical design elements and submittals. This project was completed ahead of schedule and on budget.

Relevancy: *VDOT Design-Build; Roadway; Survey; Structures/Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering/Inspection; Project Management*

Design-Build High Rise Bridge, Phase 1, Chesapeake, VA, \$437.3 Million, VDOT	
With Current Firm? Yes	Project Role: Responsible Charge Engineer Design/Construction Integrator
Start Date: Nov. 2017	End Date: Dec. 2022 (Est.)

Responsible Charge Engineer | Design/Construction Integrator. Assigned full time from design to construction to final acceptance, Ryan works with the designer/construction teams to streamline integration, is in conformance with the contract, compiles the final Released for Construction Plans/specifications/final work packages, ensures complex design decisions involving multi-disciplinary work are made by qualified professional engineers, performs design quality and constructability reviews, confirms owner’s requirements are met, holds designer to the project schedule, coordinates design reviews with reviewing agencies, and resolves potential hazards. He manages the lead designer, coordinates the design, led design coordination meetings, tracked outstanding items, performed value engineering, and coordinates interaction between lead designer, design-builder joint venture, and owner to meet design schedules, build in innovation, and vet opinions. Ryan makes engineering designs and evaluates for any project impacts, makes/approves engineering decisions during construction, and ensures safe, constructible, functional project delivery.

Widening nine miles of I-64 from four to six lanes, including adding exterior hard shoulder running that can managed lanes to reduce rush hour congestion, exterior shoulders between George Washington Parkway and Great Bridge Blvd. which creates four travel lanes in each direction along four miles, constructing a new 6,300-ft. long fixed span bridge over Elizabeth River, replacing the Great Bridge Blvd. Bridge over I-64, widening six bridges that carry I-64 over Military Highway, Yadkin Road and Shell Road, installing soundwalls, and design/construction railroad crossings to span the rail lines and coordination to minimize impacts to Norfolk Southern, Norfolk, and Portsmouth Belt Line. Design phase was completed ahead of schedule; environmental permitting was completed two months ahead of schedule.

Relevancy: *VDOT Design-Build; Roadway; Survey; Structures/Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering/Inspection; Railroad Coordination; Project Management*

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:	S. Scott Shropshire, P.E., CCM						
b. Project Assignment:	Quality Assurance Manager						
c. Name of the Firm with which you are employed at the time of submitting SOQ.:	Quinn Consulting Services, Inc. – Full Time						
d. Employment History: With this Firm <u>4</u> Years With Other Firms <u>26</u> Years	<p>Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below):</p> <p>Quinn Consulting Services, Inc. Start Date: April 2018 End Date: Ongoing Position: P.E./Quality Assurance Manager (QAM): Scott’s responsibilities include construction quality oversight on contract work with varying degrees of complexity/scope. He is responsible for the QA inspection/testing of all materials and work performed on the project, ensures work, materials, sampling and testing conform with the “Approved for Construction” plans, specifications, and contract documents, and verifies design-related work packages submitted for payment have been certified by the Design Manager. Scott plans/conducts Preparatory Inspection Meetings prior to the start of scheduled work activities, monitors the construction QC program, issues Non-Conformance Reports for any deficient work and determines acceptance following corrective action, reviews project inspection documentation and maintains the project’s Materials Notebook, and certifies all work has been completed in conformance with the contractual documents for request for payment.</p> <p>Rinker Design Associates Start Date: 2015 End Date: 2018 Position: Director of Construction: Scott oversaw construction inspection, quality assurance and quality control activities. He provided leadership and direction on construction engineering assurance and inspection activities, coupled with working with design staff in accomplishing constructability reviews and providing construction recommendations/suggestions during development of project plans, ensuring all construction inspection and testing were performed, completed, and recorded per contract documents.</p> <p>Morton Thomas & Associates, Inc. Start Date: 2014 End Date: 2015 Position: Quality Control Engineer: Scott focused on the delivery of transportation-related projects through design-build procurements. He was the Quality Control Manager, accountable to the Design-Build Project Manager, reporting inspection and testing results during construction operations and implemented inspection/testing requirements for contract-related work per approved, project-specific QA/QC Plan.</p> <p>Virginia Dept. of Transportation (VDOT) Start Date: 2006 End Date: 2014 Position: Area Construction Engineer/Acting Residency Administrator: Scott was the construction program Responsible Charge Engineer for a 14-county area. He provided leadership and technical guidance for inspectors, construction managers, contract administration, and consultant staff in the delivery of the six-year highway construction program via traditional design-bid-build and design-build procurements.</p> <p>Virginia Dept. of Transportation (VDOT) Start Date: 2004 End Date: 2006 Position: Acting Residency Administrator/Assistant Residency Administrator: Scott was responsible for the residency maintenance program. He conducted assessments and reviews of complaints to develop cost effective solutions for maintenance issues, directed maintenance and engineering staff in resolving maintenance issues for a wide range of projects of varying complexity.</p>						
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:	Virginia Military Institute, Lexington, VA B.S. 1996 Civil Engineering						
f. Active Registration: Year First Registered/ Discipline/VA Registration #:	2005 Professional Engineer VA Registration #402035812						
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> <p>(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.)</p> <p>* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Design-Build I-95 Northbound Rappahannock River Bridge Crossing, Fredericksburg, VA, \$127 Million, VDOT</td> </tr> <tr> <td>With Current Firm? Yes</td> <td>Project Role: Quality Assurance Manager</td> </tr> <tr> <td>Start Date: Oct. 2020</td> <td>End Date: Ongoing</td> </tr> </table> <p>Quality Assurance Manager. Scott manages quality assurance (QA) inspection and testing staff to ensure all materials used and work performed meet the project requirements. He is responsible for adherence to the project-specific QA/QC Plan, including monitoring the design-builder’s Quality Control (QC) program and Non-compliance Report process. Scott ensures adherence to the E&S Control program, SWM Program, Water Quality Permits, VSMP, and VPDES. He</p>	Design-Build I-95 Northbound Rappahannock River Bridge Crossing, Fredericksburg, VA, \$127 Million, VDOT		With Current Firm? Yes	Project Role: Quality Assurance Manager	Start Date: Oct. 2020	End Date: Ongoing
Design-Build I-95 Northbound Rappahannock River Bridge Crossing, Fredericksburg, VA, \$127 Million, VDOT							
With Current Firm? Yes	Project Role: Quality Assurance Manager						
Start Date: Oct. 2020	End Date: Ongoing						

ensures any environmental issues are reported and works with the team to resolve them. He oversees work/materials, testing/sampling, and work zones, and monitors conformance with the contract and are “Approved for Construction” plans/specifications. He is responsible for certification of project compliance to contract requirements and certification for monthly Application of Payment. This bridge replacement/roadway improvement project built additional travel lanes between Exit 130 in Fredericksburg and Exit 133 in Stafford with a new bridge span over the Rappahannock River. The goal is to reduce northbound I-95 congestion between the Exit 130 (Route 3) interchange in the City of Fredericksburg and the Exit 133 (Route 17) interchange in Stafford County, which are two of the busiest interchanges in the region.

Relevancy: Design-Build; Roadway; Survey; Structure/Bridge; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering/Inspection; Project Management

Design-Build I-95 Southbound Rappahannock River Bridge Crossing, Fredericksburg, VA, \$132 Million, VDOT	
With Current Firm? Yes	Project Role: Quality Assurance Manager
Start Date: Sept. 2018	End Date: May 2022

Quality Assurance Manager. Scott managed QA inspection and testing of all materials used, and work performed on the project, including monitoring the design-builder’s QC program. He ensured work and materials, testing, and sampling conformed with the contract requirements, and “Approved for Construction” plans/specifications. Scott was responsible for adhering to the Design-Build QA/QC Plan. He ensured adherence to the E&S Control program, SWM Program, Water Quality Permits, VSMP, and VPDES. Scott ensured any environmental issues were reported and worked with the team to resolve them. He oversaw work/materials, testing/sampling and work zones and monitored they conformed with the contract and were “Approved for Construction” plans/specifications and was responsible for certification of project compliance to contract requirements and certification for monthly Application of Payment. This project reduces I-95 congestion at Fredericksburg by providing local traffic with an additional route to travel between Routes 17 and 3 without merging onto the interstate’s general-purpose lanes. Three new I-95 southbound lanes were constructed at the median of I-95 for thru traffic between north of Exit 133 (Route 17) in Stafford County and south of Exit 130 (Route 33) in the City of Fredericksburg. Converted the three I-95 southbound lanes from north of Route 17 to south of Route 3 to three southbound lanes for local traffic. An additional bridge over the Rappahannock River was constructed parallel to the existing I-95 southbound bridge to carry the new lanes for thru traffic. Modified existing I-95 interchanges at Routes 17 and 3, as well as ramps to the Safety Rest Area and Virginia Welcome Center.

Relevancy: Design-Build; Roadway; Survey; Structure/Bridge; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering/Inspection; Project Management

Design-Build I-95- Route 630 (Courthouse Road) Interchange Relocation and Widening, Fredericksburg, VA, \$185.3 Million, VDOT	
With Current Firm? Yes	Project Role: Quality Assurance Manager
Start Date: April 2018	End Date: July 2020

Quality Assurance Manager. Scott led the QA/QC team and reviewed documentation for this bridge/roadway reconstruction project. He assured compliance with the VDOT Minimum Standards on Design-Build Projects and the project QA/QC Plan, chaired Preparatory Meetings, reviewed/approved monthly pay estimates, and issued/documented the resolution of Non-Compliance Reports. He was responsible for adhering to the Design Build QA/QC Plan. Scott monitored the design-builder’s QC program, and ensured adherence to the E&S Control program, SWM Program, Water Quality Permits, VSMP, and VPDES. He ensured any environmental issues were reported and worked with the team to resolve them. Scott oversaw work/materials, testing/sampling and work zones and monitored they conformed with the contract and were “Approved for Construction” plans/specifications and was responsible for certification of project compliance to contract requirements and certification for monthly Application of Payment. Work activities included erosion & sediment controls, MOT operations, clearing & grubbing, grading and drainage, subbase and paving, structure demolition, steel H-pile driving, concrete construction for bridge elements, precast bulb-T girder erection, striping, and signage. This project relocated the I-95 Exit 140 interchange slightly southward of the existing interchange and the Courthouse Road/Route 1 intersection southward to align with Hospital Center Blvd. Constructed the new interchange bridges in a diverging diamond interchange configuration. Bridge abutments and piers are supported by MSE walls at each approach. Widened Courthouse Road to four lanes between Route 1 and I-95 and also west of I-95 to just west of Ramoth Church/Winding Creek Roads. Realigned Ramoth Church/Winding Creek Road intersection at a traffic signal.

Relevancy: Design-Build; Roadway; Survey; Structure/Bridge; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering/Inspection; Project Management

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.

Project	Role	Duration
Design-Build I-95 NB Rappahannock River Crossing	Quality Assurance Manager	Oct. 2020- Dec. 2023 Scott will be available full-time as QAM on the DB I-81 Widening project.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.							
a.	Name & Title: Darell Fischer, P.E., DBIA Chief Business Officer						
b.	Project Assignment: Design Manager						
c.	Name of the Firm with which you are employed at the time of submitting SOQ.: Rinker Design Associates, P.C.						
d.	<p>Employment History: With this Firm <u>36</u> Years With Other Firms <u>15</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):</p> <p>Rinker Design Associates, P.C. Start Date: 2018 End Date: Present Position: Chief Business Officer In addition to all duties from his previous position which were carried over to this newly created position at RDA, Darell is concurrently responsible for directing RDA's business development and marketing efforts. He also oversees the opening and development of new offices.</p> <p>Rinker Design Associates, P.C. Start Date: 2016 End Date: 2018 Position: Director of Design-Build Services Darell was responsible for pursuing and overseeing all design-build (DB) projects. He was responsible for allocating, overseeing, and managing all designs and subconsultant work performed on DB/P3 projects. His duties included development and implementation of design QA/QC programs for DB projects. Darell was responsible for staffing projects, hiring subconsultants, negotiating contracts, and project scheduling to ensure on-time/on-budget performance. Actively involved in DBIA and with VTCA's Design-Build Committee.</p> <p>Rinker Design Associates, P.C. Start Date: 2007 End Date: 2016 Position: Director of Transportation/Principal Darell was responsible for allocating, overseeing, and managing all designs performed in RDA's Richmond office. His duties included the development and implementation of design QA/QC programs for design-build projects.</p>						
e.	Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Polytechnic Institute and State University, Blacksburg, VA BS 1986 Civil Engineering						
f.	Active Registration: Year First Registered/ Discipline/VA Registration #: 1992 Licensed Professional Engineer VA Registration #0402023296						
g.	<p>Document the extent and depth of your experience and qualifications relevant to the Project.</p> <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> <p>(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.)</p> <p>* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <td colspan="2" style="padding: 2px;">Design-Build I-64 Capacity Improvements – Segment II, City of Newport News, VA, \$141.3 Million, VDOT</td> </tr> <tr> <td style="width: 50%; padding: 2px;">With Current Firm? Yes</td> <td style="padding: 2px;">Project Role: Design Manager</td> </tr> <tr> <td style="padding: 2px;">Start Date: January 2016</td> <td style="padding: 2px;">End Date: May 2019</td> </tr> </table> <p>Design Manager. Darell was responsible for all design elements and disciplines for this project that widened/reconstructed 7.5 miles of interstate roadway from four to six lanes. Responsibilities included overall management, subconsultant oversight/management (geotechnical analysis, structural support, environmental evaluations, and landscaping), roadway design, drainage design, structure and bridge design, signing and pavement marking plans, ITS design, complex MOT/TMP development, and management of the design QA/QC program. He led weekly meetings with the design-builder, attended/participated in monthly meetings with the design-builder, VDOT, and stakeholders to update the design status and facilitate resolution of design issues as they arose to avoid construction concerns. Darell attended Comment Resolution Meetings where design direction was explained to negotiate a solution acceptable to VDOT/design-builder. After construction began, he led addressing requests for information (RFIs), reviewing shop drawings, and working with the design-builder to resolve field issues and field design change requests. To support regional growth and traffic demands, this project included inside/outside interstate widening, widening/rehabilitating nine bridge structures, 19 ramps associated with three interchanges, six box culvert extensions, retaining walls, a sound wall, and over 30 new SWM features.</p>	Design-Build I-64 Capacity Improvements – Segment II, City of Newport News, VA, \$141.3 Million, VDOT		With Current Firm? Yes	Project Role: Design Manager	Start Date: January 2016	End Date: May 2019
Design-Build I-64 Capacity Improvements – Segment II, City of Newport News, VA, \$141.3 Million, VDOT							
With Current Firm? Yes	Project Role: Design Manager						
Start Date: January 2016	End Date: May 2019						

Relevancy: VDOT Design-Build; Roadway; Survey; Structures/Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control; SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage; Lighting; QA/QC; Construction Engineering/Inspection; Safety; Project Management

I-495 NEXT, Fairfax, VA, \$430 Million, Transurban/VDOT	
With Current Firm? Yes	Project Role: Design Manager
Start Date: July 2021	End Date: Dec. 2022 (est. for design)

Design Manager. Darell coordinates/manages efforts for the design of construction plans associated with the I-495 Express Lanes Northern Extension (495 NEXT). This public-private partnership between the Commonwealth of Virginia and Transurban extends the 495 Express Lanes north by 2.5 miles from the Dulles Toll Road to the George Washington Memorial Parkway (GWMP) interchanges near the American Legion Bridge. Improvements include mainline widening of northbound/southbound I-495; interchange ramp improvements at the Dulles Toll Road, Georgetown Pike, and GWMP interchanges; and widening or replacing 13 bridge structures, including one over Scott’s Run. He leads weekly design coordination meetings between roadway, structures, hydraulics, traffic/ITS, utilities, and ROW disciplines, as well as facilitates comment resolution meetings, over-the-shoulder reviews, and hand-off/hand-back meetings with VDOT/Transurban. Darell oversees coordination of all design disciplines to ensure the design conforms with the contract requirements, and coordinates with RDA’s Design QAM to ensure the QA/QC Program was properly staffed and implemented for design submittal deliverables. He develops, monitors, and updates the design schedule weekly, prepares monthly invoices, incorporating sub vouchers and expenses, as well as monthly design reports to identify past, current, and future work efforts by discipline and submittal package. Darell attends weekly meetings with VDOT, Transurban, and design-builder to discuss priority issues for resolution or action. He leads daily management meetings with the design team to allocate resources and to identify items needing immediate attention.

Relevancy: Design-Build; Roadway; Survey; Structure/Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage; Lighting; VMS; Cameras; ITS; QA/QC; Construction Engineering/Inspection; Safety; Project Management

Design-Build Hampton Roads Bridge Tunnel Expansion (HRBT), Norfolk, VA, \$3.8 Billion, VDOT (subconsultant to HDR)	
With Current Firm? Yes	Project Role: Executive Design Manager
Start Date: Aug. 2019	End Date: May 2021

Executive Design Manager. Darell oversaw the management and design for the development of roadway, drainage, and SWM for the portions of the HRBT project through the City of Norfolk, 4.1 miles. Provided project-wide MOT and water/sewer relocations for the entire 10 miles of the project. The design was completed in 2021 and is currently under construction. Design services included roadway design; maintaining existing cross slopes and profile grades; retaining and noise walls; drainage/SWM; Design Exceptions; developing 3D OpenRoads models for roadway, bridges, and drainage features; MOT/TMP design; and water/sewer relocations. Darell oversaw coordination of multiple design disciplines to ensure the design conformed with the contract requirements. He managed RDA’s allocation of resources, monitored the project schedule, and developed/reviewed owner-requested change orders. Darell oversaw the execution of RDA’s QA/QC Program for pertinent disciplines involved in the preparation of design submittal packages and review of shop drawings. He attended key design meetings with the Concessionaire, VDOT, and major stakeholders (i.e., US Navy, City of Norfolk, etc.), and met quarterly with executives on the project to discuss quality, schedule, and challenges.

Relevancy: VDOT Design-Build; Roadway; Survey; Structures/Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering/Inspection; Project Management

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: Joseph R. Baker Project Manager						
b.	Project Assignment: Construction Manager						
c.	Name of the Firm with which you are employed at the time of submitting SOQ.: Kokosing Construction Company, Inc.						
d.	<p>Employment History: With this Firm <u>32</u> Years With Other Firms <u>1</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):</p> <p>Kokosing Construction Company, Inc. Start Date: 1990 End Date: Present Position: Project Manager Joe is a project manager/superintendent on heavy/highway projects, including design-builds. He has extensive knowledge/experience in roadways, bridges, mass grading, site preparation, rock excavation, drilling/blasting, underground utilities, and automated grading systems. He manages construction, cost control tracking; field layouts; survey; and safety implementation. Joe is accountable for project QC activities, CPM scheduling, submittals, RFIs; progress reports, and subcontractor coordination. He has control over constructability reviews with designers and owners to meet approved construction plans/specifications. Joe leads/implements safety initiatives, establishes project objectives, policies, procedures and performance standards, sets/monitors budgets, and assures a quality management system is in place.</p> <p>Joe initially started with the company as a Foreman/Grade Checker on roadway and utility projects and progressed to a Senior Trade Superintendent.</p>						
e.	Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization:						
f.	<p>Active Registration: Year First Registered/ Discipline/VA Registration #: Joe will hold the VDOT Erosion & Sediment Control Contractor Certification and the Virginia DEQ Responsible Land Disturber Certification prior to the start of construction</p>						
g.	<p>Document the extent and depth of your experience and qualifications relevant to the Project.</p> <ol style="list-style-type: none"> Note your role, responsibility, and specific job duties for each project, not those of the firm. Note whether experience is with current firm or with other firm. Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation. <p>(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.)</p> <p>* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Design-Build Corridor H2-Kerens to 219 Connector, Kerens, WV, \$176 Million, West Virginia Dept. of Highways</td> </tr> <tr> <td>With Current Firm? Yes</td> <td>Project Role: Construction Manager</td> </tr> <tr> <td>Start Date: Nov. 2019</td> <td>End Date: March 2024</td> </tr> </table> <p>Construction Manager. Joe oversees all field operations, including construction, managing quality control activities to ensure materials used and work performed meet contract requirements and approved for construction plans/specifications, confirming construction is per drawings, maintaining as-built documents, conducting pre-construction staff meetings establishing goals and responsibilities, evaluating safety exposures and risks, participating in developing the project-specific safety program, work plans, and Job Hazard Analyses, reviewing scope to identify any specialized safety training needs, reviewing Toolbox Talks, Morning Action Plans (MAP), and Morning Huddles, coordinating labor, equipment, and subcontractors, schedules, and overseeing quality control compliance.</p> <p>This project consists of 4.5 miles of four-lane limited access highway on new alignment, constructing three bridges over road crossings/streams, sound walls, side roads with asphalt milling/resurfacing, over 10 million CY of earthwork, 18,000 LF of drainage, guardrail, and stormwater management facilities.</p> <p><i>Relevancy: Design-Build; Roadway; Survey; Structures/Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering/Inspection; Project Management</i></p>	Design-Build Corridor H2-Kerens to 219 Connector, Kerens, WV, \$176 Million, West Virginia Dept. of Highways		With Current Firm? Yes	Project Role: Construction Manager	Start Date: Nov. 2019	End Date: March 2024
Design-Build Corridor H2-Kerens to 219 Connector, Kerens, WV, \$176 Million, West Virginia Dept. of Highways							
With Current Firm? Yes	Project Role: Construction Manager						
Start Date: Nov. 2019	End Date: March 2024						

Design-Build Corridor H1, Kerens and Parsons, WV, \$209.7 Million, West Virginia Dept. of Highways

With Current Firm? Yes

Project Role: Construction Manager

Start Date: Aug. 2017

End Date: March 2024

Construction Manager. Joe oversees all field operations, including construction, managing quality control activities to ensure materials used and work performed meet contract requirements and approved for construction plans/specifications, confirming construction is per drawings, maintaining as-built documents, conducting pre-construction staff meetings establishing goals and responsibilities, evaluating safety exposures and risks, participating in developing the project-specific safety program, work plans, and Job Hazard Analyses, reviewing scope to identify any specialized safety training needs, reviewing Toolbox Talks, Morning Action Plans (MAP), and Morning Huddles, coordinating labor, equipment, and subcontractors, schedules, and overseeing quality control compliance.

This project is a 4.75-mile expansion of US Route 48, a four-lane limited access highway which spans and joins I-79, including installing/removing 49 sediment basins, constructing five bridges, one temporary bridge, and 8.5 miles of drainage.

Relevancy: Design-Build; Roadway; Survey; Structures/Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, QA/QC; Construction Engineering/Inspection; Project Management

Design-Build US 35, Winfield, WV, \$74 Million, West Virginia Dept. of Highways

With Current Firm? Yes

Project Role: Construction Manager

Start Date: April 2007

End Date: April 2009

Construction Manager. Joe oversaw all field operations, including construction, managing quality control activities to ensure materials used and work performed met contract requirements and approved for construction plans/specifications, confirmed construction was per drawings, maintained as-built documents, conducted pre-construction staff meetings establishing goals and responsibilities, evaluated safety exposures and risks, participated in developing the project-specific safety program, work plans, and Job Hazard Analyses, reviewed scope to identify any specialized safety training needs, reviewed Toolbox Talks, Morning Action Plans (MAP), and Morning Huddles, coordinated labor, equipment, and subcontractors, schedules, oversaw quality control compliance and project close out.

This project consisted of 6.5 miles of new four-lane limited access highway to eliminate the existing two-lane road, improve safety, and add capacity. Widened US 34 by adding a center lane in the median for $\frac{3}{4}$ of a mile and turning lanes (one in each direction) connecting to US 35. To meet the aggressive 24-month schedule, the team worked double shifts to complete the 8.1 million CY earthwork. Constructed four new bridges over roads/water, milling/resurfacing, guardrail, stormwater management facilities, soundwalls, and 38,000 LF of storm sewers, waterline and sanitary. Roadway and drainage value engineering concepts, including Joe's suggestion to change the roadway elevations to lessen the amount of cut and fills resulted in an owner savings.

Relevancy: Design-Build; Roadway; Survey; Structures/Bridges; Environmental; Geotechnical; Drainage, Erosion & Sediment Control, SWM; Traffic Control Devices; TMP; Soundwalls; ROW; Utilities; Public Involvement/Relations; Signage, Lighting, VMS, Cameras; QA/QC; Construction Engineering/Inspection; Project Management

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.

Project	Role	Duration
Design-Build Corridor H2	Construction Manager	Nov. 2019-Mar. 2024
Design-Build Corridor H1	Construction Manager	Aug. 2017-Mar. 2024

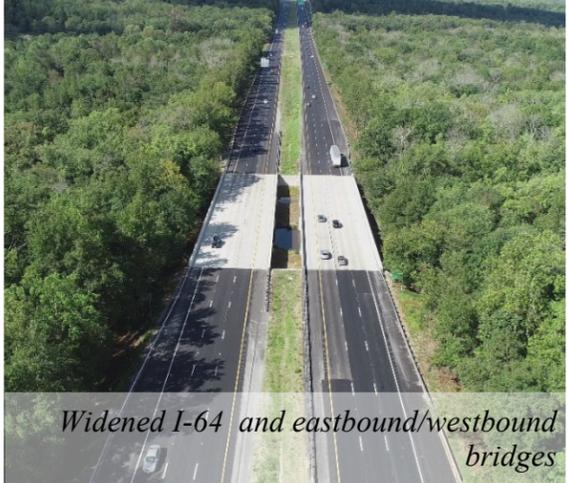
ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: Design-Build I-64 Widening, Exits 200-205 Location: Henrico/New Kent Counties, VA	Name: Whitman, Requardt & Associates (WRA)	Name of Client/ Owner: VDOT Phone: 804-720-4229 Project Manager: R. Shane Mann, PE, District Construction Engineer Phone: 804-720-4229 Email: shane.mann@vdot.virginia.gov	08/2019	08/2019 Completed two days ahead of schedule	\$43,385	\$46,656 Owner initiated change orders and added scope	\$46,656

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form. If the Offeror chooses to submit work performed as a Joint Venture or Partnership, identify how the Joint Venture or Partnership was structured and provide a description of the portion of the work performed only by the Offeror's firm.

<p align="center">RELEVANCY</p> <p>VDOT Design-Build Roadway Survey Structure/Bridge Environmental Geotechnical Drainage, Erosion & Sediment Control, Stormwater Management Traffic Control Devices Transportation Management Plan Sound walls Right-of-Way Acquisition Utility Coordination/Relocation Public Involvement/Relations Signage, Lighting, VMS, Cameras QA/QC Construction Engineering/Inspection Project Management</p> <p align="center">TEAM MEMBERS</p> <p>Ryan Gorman was design/construction integrator Aaron Straebel was the Quality Control Manager</p>	<p><u>Kokosing Role/Project Description:</u> Kokosing was a partner in Corman-Branch, a Joint Venture, design-builder responsible for design/construction. Kokosing self-performed bridge construction, road widening, drainage, tunnel construction, culvert extensions, and MSE walls. Widened five miles of I-64 from two to three travel lanes in each direction, including adding a 12-ft. wide travel lane and a 10-ft. wide shoulder (6-ft. graded, 4-ft. paved) within the median in both directions, constructed sound walls, and widened eastbound/westbound 264-ft. bridges by 26-ft. to the inside over the Chickahominy River and rehabilitated the concrete deck.</p> <p><u>Innovative Design Solutions/Construction Techniques, including Interstate MOT, Bridge Widening, Pavement Recycling Techniques:</u> There was an extremely narrow space in the median when widening the bridges. Since there was not enough width between the bridges for cranes, the foundations, piers, and girders, they were constructed from the middle out, with the cranes backing up as each span was constructed. PTFE bearings were used to reduce the live loads to the existing foundations to remove the joints; to support the new substructure, deep foundations were used. The critical path ran through bridge structures, so the phased demolition and construction plans were synchronized to take advantage of the available access, crews and equipment. We re-used the existing substructure and girders vs. replacing them which accelerated the second phase of the project.</p> <p><u>Limiting impacts to the Traveling Public and Affected Business/Communities, including Commitments to effective Strategies to minimize Congestion during Construction:</u> This project started at the connection point of two major interstate highways (295 and I-64) where there was heavy volumes. Traffic was regularly backed up even before construction, requiring us to strategically plan the sequencing and maintenance of traffic to minimize further disruptions. Lane closures were only allowed at night. There was a tow truck onsite 24/7 to quickly clear any accidents. Emergency pull offs were provided for motorists. Variable Message Boards communicated traffic conditions giving motorists an opportunity to divert to other routes before approaching the project.</p> <p><u>Implementing/maintaining an Effective QA/QC Plan during Design and Construction:</u> Our QA/QC Plan provided multi-layered quality controls and assurances for design and construction. It maintained independent responsibilities between the QA and QC staff and ensured construction quality met or exceeded requirements. Our QA Program was led by our QAM who could shut down the project for quality-related issues. Construction QA/QC was a team effort with the Construction Manager responsible for the QC program and our DBPM responsible for the QA program. The Quality Control Manager ensured project daily reports, materials invoices and test reports, certifications and catalogue cuts, etc. were sent timely to the QAM for approval, furnished QC testing reports to QA within 24 hours of receiving the test, and was responsible for parallel reporting of sampling, testing, visual inspections, certifications, and daily diaries to the QAM. QC inspectors summarized daily inspections, tests and material sampling, weather and work force data in a Daily Work Report. QA inspectors verified work was being witnessed, tested, and documented in accordance with the QAQC Plan. When non-conforming work was identified, a non-conformance report was issued and once the work was corrected and re-inspected and verified satisfactory, we issued a notice of correction.</p> <p><u>Developing/managing effective Communication Strategies with Business Owners, Residents, Advocacy Groups, Railroads, and other Key Stakeholders:</u> An Advertisement and Marketing Plan included goals/objectives, target audiences, and key stakeholders, communications partners, advertising/marketing campaign, tactics and strategies, and defined success measurements. Collateral materials, including project boards and brochures, communicated the scope to the public through in-person/virtual forums. Disseminated lane closures and traffic switch well in advance. At different spacings ahead of the project, large roadside messaging systems communicated to motorists about to travel through the work zone.</p> <p><u>Successful Project Delivery:</u> This project relieves traffic congestion, enhances safety, and adds capacity to the I-64 corridor. An additional travel lane in each direction accommodates current/future traffic volumes on I-64. Although VDOT added work to the scope and changed the final completion date to October 2019, they actually wanted the project completed by Labor Day weekend to have all lanes open for the heavy traffic anticipated to/from Virginia Beach. Construction was accelerated and we completed the project two days ahead of the original schedule in August and under budget despite historic river flooding and rain which affected in-river bridge substructure work and roadway activities and adding 50% more sound wall square footage.</p>	 <p align="center"><i>Widened I-64 and eastbound/westbound bridges</i></p>
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“In addition to their work delivering the project ahead of schedule, I would also like to commend them on their excellent communication, both towards the Department, as well as the public (traveling and locally-affected citizens). They also kept the Department up to date and involved with all relevant issues and prioritized providing a safe work zone that minimized disruptions.” – Scott J. Fisher, PE, CCM, VDOT’s Richmond District Mega Projects Engineer

 2020 Heavy Construction Contractors Association (HCCA) Infrastructure Award
2019 DBIA Mid-Atlantic Merit Award

ATTACHMENT 3.4.1(a)

LEAD CONTRACTOR - WORK HISTORY FORM

(LIMIT 1 PAGE PER PROJECT)

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

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form. If the Offeror chooses to submit work performed as a Joint Venture or Partnership, identify how the Joint Venture or Partnership was structured and provide a description of the portion of the work performed only by the Offeror's firm.

- RELEVANCY**
- Design-Build
 - Roadway (additional thru lanes near an interchange)
 - Survey
 - Structures/Bridges
 - Environmental
 - Geotechnical (sink-hole management)
 - Stormwater Management
 - Structures and Drainage
 - Traffic Control Devices
 - TMP/Complex MOT
 - Utilities
 - Right-of-Way
 - Public Involvement/Relations
 - Railroad Coordination
 - Project Management
 - Pavement Wedging/Cross-Slope Correction

Kokosing Role/Project Description: As prime Design-Builder, Kokosing was responsible for design/construction of the entire project. I-70 is a major east-west highway connecting Baltimore to western Maryland through Frederick where 80,000 vehicles use this stretch daily. Designed/reconstructed/widened a two-mile section of dual-divided I-70. Interstate was widened one lane in each direction to eliminate traffic backups from merging lanes and accommodate a growing number of trucks. Reconfigured on-and-off ramps as dedicated lanes to maintain flow from exiting/merging traffic. Work involved complex horizontal/vertical geometry and phased construction of the roadway, ramps, bridge, and cross culverts. Replaced two four-lane multi-span bridges with concrete substructure bridges with steel girders on I-70 over CSX/MTA MARC lines and South Street, an access road along the tracks, reconstructed two new CSXT/MARC commuter railroad crossings, and pavement cross-slope correction.

Innovative Design Solutions/Construction Techniques, including Interstate MOT, Bridge Widening, Pavement Recycling Techniques: Since Frederick is known for its karst formations that often result in sinkholes, it was soon discovered the project was marked with 10-15 of them. Mitigation plans were put in place which varied by type/size to eliminate future sinkholes and choke them off. Due to the karst topography, the project included lining ditches, ponds, and geogrid later of all roadway sections. Extensive geotechnical exploration was requested for the piers. Modified the owner preliminary bridge design from driven piles to drilled foundations, including 24-in rock sockets.

Limiting impacts to the Traveling Public and Affected Business/Communities, including Commitments to effective Strategies to minimize Congestion during Construction: Limited impacts to the traveling public through a two-phased sequence of construction. Phase 1 included work to the outside to accommodate the Phase 2 median widening. Maintained two traffic lanes with accommodation of entrance/exit ramps within the work zone. Under MDOT SHA's SafeZones Program, work zone speed cameras were installed along I-70 to enforce speed limits.

Implementing/maintaining an Effective QA/QC Plan during Design and Construction: QA addressed quality program planning and matched the complexity of design tasks to a qualified staff member. The QC program checked products at the start of the project and increased rapidly to higher levels as work effort increased. Developed and refined our QA/QC Program to carry out work in a planned, controlled, and precise manner. Plans were developed for major work categories and presented during preplanning meetings prior to starting new work. Procedures included scheduling/assigning work tasks, recording/retaining documents, ensuring work was performed per best practices, contractual agreements, and owner directions, periodic work in progress reviews identified/resolved any quality deficiencies, and verifying compliance with QA Program. A design quality manager worked with the design manager to ensure QC procedures were followed. A Quality Management System controlled documents and kept our operation and project performance in line with best practices.

Developing/managing effective Communication Strategies with Business Owners, Residents, Advocacy Groups, Railroads, and other Key Stakeholders: Third-party coordination with the owner included utility relocations to reduce impacts to water, gas, sewer, rail electric, and communication utilities, two MTA/CSX railroad track crossings (bridge/at-grade), an MTA flagger, coordination of design/construction with FAA/adjacent airport, and MOT with local community/commuters. Acquired a railroad permit for work within the MARC Rail ROW and zone of influence. Since Kokosing drove foundation piles adjacent to the railroad ROW, railroad was surveyed/monitored for movement before/after each activity. Displayed an "800 number" throughout the jobsite for the public to ask questions. Calls went directly to the project team, including the Public Relations coordinator, whom had to respond within 24 hours. A monthly newsletter highlighting progress and upcoming work went to adjacent property owners/residences. Advance message boards notified motorists of upcoming work.



Complete Roadway Widening

“Corman [Kokosing] is a superior contractor, they have a strong commitment to safety and environmental compliance. Their personnel are knowledgeable and committed to the partnering process and concept”

-SHA Rating Comment

Successful Project Delivery: This project eliminates merging traffic on this part of the interstate with the new dedicated thru-lane and the auxiliary lane in each direction and improves safety, congestion, and traffic flow between MD 144 and the MD 85/East Street interchanges. Achieved a 94% environmental compliance score and maintained “A” ratings in MOT, environmental, contractor performance, and SHA QA E&S inspections.

 2013 Maryland Chapter American Concrete Institute (ACI) Concrete Award – Honorable Mention



Sinkhole mitigation area

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-95 Telegraph Road Interchange Improvements Location: Alexandria, VA	Name: Potomac Crossing Consultants RK&K, URS and Parsons Brinckerhoff (GEC)	Name of Client/ Owner: VDOT Phone: 703-259-0243 Project Manager: John Lynch Phone: 571-238-2970 Cell Email: John.Lynch@VDOT.Virginia.gov	06/2013	06/2013 Completed three days ahead of schedule	\$236,393	\$268,622 Due to owner-authorized changes (unforeseen utility relocation and MOT safety upgrades) and earned incentive payments	\$268,622

h. Narrative describing the Work Performed by the Firm identified as the Lead Contractor for this procurement. If the Offeror chooses to submit work completed by an affiliated or subsidiary company of the Lead Contractor, identify the full legal name of the affiliate or subsidiary and the role they will have on this Project, so the relevancy of that work can be considered accordingly. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form. If the Offeror chooses to submit work performed as a Joint Venture or Partnership, identify how the Joint Venture or Partnership was structured and provide a description of the portion of the work performed only by the Offeror's firm.

<p align="center">RELEVANCY</p> <ul style="list-style-type: none"> Design-Build Elements Roadway Survey Structures/Bridges Environmental Permits/Compliance Geotechnical Drainage, Erosion & Sediment Control, Stormwater Management Traffic Control Devices Soundwalls Utility Coordination/Protection/Relocations Public Relations Signage, Lighting, VMS, Cameras Quality Control Railroad Coordination Project Management <p align="center">TEAM MEMBERS</p> <ul style="list-style-type: none"> Bobby Burton was a superintendent Kyle LaClair was a project engineer (with another firm) 	<p>Kokosing Role/Project Description: Kokosing was the lead partner in CK Constructors, a Joint Venture as Lead Contractor for this project that was a fast track reconfiguration/reconstruction of the interchange and widening/reconstruction of 2.5 miles of I-95/I-495 and Telegraph Road for traffic to enter/exit Virginia by crossing the new Woodrow Wilson Bridge. Design-build elements include design/construction of four sound walls. Constructed two Express lanes, four local lanes in each direction and auxiliary lanes for the interchange. Widened one bridge over four WMATA electrified lines, two Norfolk Southern lines, and three CSX lines, repaired one bridge over roadway, and constructed nine new bridges over I-95, Telegraph Road, and an environmentally-sensitive waterway. Kokosing was responsible for construction, including highways and structures, maintenance of traffic (MOT), environmental permits/protection, public relations, utility protection/relocations and coordination with adjacent contractors.</p> <p>Innovative Design Solutions/Construction Techniques, including Interstate MOT, Bridge Widening, Pavement Recycling Techniques: Intense MOT and bridge demolition/construction planning to alleviate public concerns enabled the team to meet/exceed key milestones. Due to excessive traffic congestion, Kokosing proposed/implemented MOT revisions to improve traffic flow which eliminated four phases of traffic and reduced traffic shifts from 12 to six. Contract drawings showed no utility conflicts; however, as work began, it was clear many existed. Rather than wait to discover them, Kokosing identified and recorded existing utility locations for the entire project and recorded the conflicts. As a result, the original schedule was maintained with extensive relocations coordinated with the schedule.</p> <p>Limiting impacts to the Traveling Public and Affected Business/Communities, including Commitments to effective Strategies to minimize Congestion during Construction: Maintaining traffic involving a 160,000 ADT was the most critical aspect of the project's success. Traffic flow issues were mitigated before they became problematic. Six lanes; three lanes in each direction of I-95, were maintained at all times during construction. Constructed a section of roadway, switched traffic to the new lanes and began improvements to the old roadway. Traffic control and safety were huge concerns, with most construction completed at night and during off-peak hours. Revised MOT Plans, greatly reducing the original design of six phases to three and from 12 traffic shifts to six. This positioned the team to meet all major interim milestones and incentives, while improving public travelling conditions. Team partnering identified and resolved issues early in the planning stages.</p> <p>Implementing/maintaining an Effective QA/QC Plan during Design and Construction: Our QC Plan was a process of reviewing, updating, and documenting changes to the plans as the project progressed. Its' evolution reflected lessons learned on past projects, throughout this project and responses to concerns. Progress meetings were held every week with VDOT and partnering meetings took place every other month. RFIs were submitted to clarify plans; Request for Changes (RFCs) proposed changes with VDOT responding within the five-day guideline. A letter was submitted to VDOT for formal items and then discussed.</p> <p>Developing/managing effective Communication Strategies with Business Owners, Residents, Advocacy Groups, Railroads, and other Key Stakeholders: This complex project had an aggressive schedule as it was linked with existing traffic patterns and other Woodrow Wilson Bridge projects that had to be accommodated while working over rail systems, water, and on the Capital Beltway (I-95/495), one of the busiest roads in the country. Coordinated progress meetings every week with VDOT, as well as meetings dealing with MOT, scheduling and lane closures to discuss coordination with the other projects. Coordinated with CSX, Norfolk Southern, WMATA, and VDOT. Worked with WMATA to coordinate access and track shutdown for bridge construction over the railroad and maintain WMATA security.</p> <p>Successful Project Delivery: Achieved all six incentive interim milestones, met the final incentive milestone of substantial completion, and completed this project three days ahead of schedule. Motorists benefit from smoother traffic flow, new and improved bridges, traffic lights, drainage systems, and retaining noise walls.</p>	 <p align="center"><i>Bridge widening over railroad tracks</i></p>
	<p><i>“Recognizing the professional and responsible discharge of functions by project management members of the CK Constructors joint venture, the role played by Corman as the lead entity deserves due credit. Their outstanding performance to steer and keep the project in check with parameters of budget, schedule, and quality as measured by the Department metrics is commendable. The challenges of reconstructing an interstate interchange in a very congested urbanized setting, constrained by construction over a live stream in the south and over railroad lines on the north have thus far been successfully met. The contract is on schedule, has met all six possible incentive interim milestone dates, and is slated to meet the final incentive milestone of substantial completion in December 2012. This manifests the high regard by the Joint Venture team members to employ best management practices to achieve safety, quality, budget targets.”-Jalal Masumi, Deputy Project Manager, Woodrow Wilson Bridge Project</i></p>	

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: Hampton Roads Bridge Tunnel Expansion (HRBT) Location: Cities of Hampton and Norfolk, VA	Name: Hampton Roads Connection Partners JV, Dragados lead, Flatiron, Vinci, Dodin Campenon Bernard	Name of Client: HDR (Lead Designer) Phone: 646-235-4288 Project Manager: Jeffrey Han, P.E. Phone: 646-235-4288 Email: Jeffrey.han@hdrinc.com	04/2019	11/2025 (est.)	\$3,300,000	\$3,800,000	\$4,586

h. Narrative describing the Work Performed by the Firm identified as the Lead Designer for this procurement. Include the office location(s) where the design work was performed and whether the firm was the prime designer or a subconsultant. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form.

- RELEVANCY**
- Roadway and Interstate Widening
 - Match existing cross slopes
 - Design exceptions shoulder width
 - Design exceptions superelevation
 - Early works packages
 - 3D modeling
 - Drainage/SWM
 - TMP
 - Structures/bridges
 - Environmental management
 - Geotechnical
 - Traffic control devices
 - Utilities
 - Sound walls
 - Sign structures
 - Lighting
 - ITS
 - QA/QC
- TEAM MEMBERS**
- Rick DeLong
 - Darell Fischer
 - Brandon Shock
 - Nikhil Deshpande

RDA Role/Project Description: RDA was a major subconsultant to HDR for the development of roadway, drainage, and SWM for the portion of the project through the City of Norfolk, 4.1 miles. RDA provided MOT and water/sewer relocations for the entire 10 miles of the project and managed the design from their Glen Allen and Virginia Beach offices. Design services included roadway design; maintaining existing cross slopes and profile grades; retaining/noise walls; drainage/SWM; Design Exceptions; developing 3D OpenRoads models for roadway, bridges, and drainage features; MOT/TMP design; and water/sewer relocations. This project widened I-64 to provide an additional general-purpose and express lane eastbound and westbound. This portion through Norfolk consisted of 16 bridge widenings and deck rehabilitation work, which required coordination with the bridge consultants to ensure adequate drainage and profile elevations where designed. The MOT design facilitated maintaining two travel lanes in each direction between Settlers Landing Road in Hampton and East Little Creek Road in Norfolk with continuous shoulders and emergency pull-offs where required. Drainage/SWM designs were accommodated within the existing ROW and used interchange and median areas to meet quantity/quality requirements.

Innovative Design Solutions/Construction Techniques, including Interstate MOT, Bridge, Widening, Pavement Recycling Techniques: During design, the requirement that interstates be designed for zero spread into the travel lanes was added to the VDOT Drainage Manual. To achieve the safest possible facility for the traveling public, VDOT directed our team to update the design to ensure zero spread could be met during the design storm event. Performed detailed analysis of the inside/outside shoulders and respective inlet and storm sewer systems and added structures as needed. Due to the existing profile grades and cross slopes in the corridor, trench drain was added in some cases to ensure no spread into the travel lanes. Existing outfalls were evaluated and upgraded, as needed, to meet stormwater management requirements, and on-site detention facilities were designed to meet water quantity requirements. These upgrades and facilities were designed within existing ROW to avoid permanent impacts to adjacent property. Several bridge deck widenings/rehabilitations were accommodated by first evaluating under bridge vertical clearance, minor road improvements, and BPPS requirements. Since the intent was to limit the impact on minor roads, several low-volume roadways were evaluated for BPPS and found to not require protection. Bridge deck spread was considered given the flat profile grades and, in some cases, scuppers were designed to meet the zero-spread requirements. Two bridge crossings were over Oates Creek and had unique challenges when coordinating with the structures team and contractor for how the substructure elements would be constructed. The roadway alignments were developed in many areas for all widening to occur into the median, with little/no impact to outside fill embankments. This also worked for the partial ramp construction where minimal improvements were required past the gore areas at each on/off ramp. Mill/overlay with cross slope corrections were designed to minimize build-up of the existing roadway, as well as fully using the existing pavement. Proposed emergency crossovers were included in the design and were coordinated with local law enforcement. Noise barriers, retaining walls, and bridge grades were modeled in greater detail for incorporation into the roadway models as part of the 3D modeling requirements, similar to VDOT's recently published 3D Model Development Manual.

Limiting impacts to the Traveling Public and Affected Business/Communities, including Commitments to effective Strategies to minimize Congestion during Construction: Minimizing delays to the heavily-traveled interstate corridor, including heavy truck traffic, was a main goal for the MOT design. Reduced lane widths on bridges were coupled with continuous shoulders and/or emergency pull-offs to minimize impact of disabled vehicles. WB-67 vehicles were accommodated, including each ramp on/off the interstate. All ramps were maintained throughout the project, only using short-term detours for paving the surface courses. Several emergency crossovers for state forces were maintained either by leaving access through the work area or temporarily relocating the crossover to a new location. Construction ingress/egress locations were shown on the plans and acceleration/deceleration lanes were provided when adjacent to travel lanes. Temporary spread was evaluated for all phases along the temporary barrier and any reduced shoulders with additional drainage measures added to achieve a safe design despite the flat profile grades along the corridor. Several work activities were coordinated to minimize traffic delays to reduce the schedule, such as shoulder strengthening the existing outside shoulders prior to final plan approval. This was included in an early works MOT package for shoulder/lane closures to occur for short distances at a time, reducing traffic impacts. Bridge joint and deck repairs were coordinated with the structures team for work to occur behind barrier that aligned with the roadway approach widening. Phased ITS, lighting, and sign structure plans were developed for a coordinated design with the MOT plans, as well as limiting the amount of temporary shoulder/lane closures to construct the elements at spot locations.

Implementing/Maintaining and Effective QA/QC Plan during Design and Construction: The design complied with the approved QA/QC Manual which followed VDOT's QA/QC guidelines as per the RFP. The QA/QC Manual evolved with the project as it was a *living* document. An important tool that was implemented during the design to improve QA/QC was Bluebeam software to collect QC comments, track their disposition, and document their implementation. This was especially useful when the team changed the retaining wall designs later in the development stages. Several disciplines had varying levels of revisions and having a single source document to make comments/markups proved invaluable to ensure mistakes were not made in executing the design changes.

Developing and Managing Effective Communication Strategies with Business Owners, Residents, Advocacy Groups, Railroads, and Other Key Stakeholders: Developed regular stakeholder meetings with Norfolk and the Navy Facilities Command to coordinate roadway impacts to city streets, communicate construction activities for road closures and detours, discuss signal operations through the impacted intersections, as well as developed an EPA SWM model to communicate SWM impacts with the Navy facilities. This additional validation using the EPA SWM model, preferred by the Navy, facilitated an understanding of the SWM impacts between the Navy and VDOT.

Successful Project Delivery: During the design development, RDA's designers collaborated with many subconsultants, several of RDA's key staff worked side-by-side with the prime design firm for over-the-shoulder design reviews, conducted hand-off meetings with the VDOT review consultants, and worked with the reviewers to address design details and resolve comments. This key involvement of RDA staff contributed to achieving design approval ahead of schedule.



ATTACHMENT 3.4.1(b)
LEAD DESIGNER - WORK HISTORY FORM
(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Start Date	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: Design-Build I-66 Eastbound Widening Inside the Beltway Location: Arlington and Fairfax Counties, VA	Name: The Lane Construction Corporation	Name of Client: VDOT Phone: 703-259-2734 Project Manager: Mark Gibney, P.E. Phone: 703-259-2734 Email: Mark.Gibney@vdot.virginia.gov	01/2018	11/2020	\$85,655	\$86,966	\$7,059

h. Narrative describing the Work Performed by the Firm identified as the Lead Designer for this procurement. Include the office location(s) where the design work was performed and whether the firm was the prime designer or a subconsultant. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form.

<p align="center">RELEVANCY</p> <p>VDOT Design-Build Roadway and Interstate Widening Survey Structures/Bridges Environmental Management Geotechnical Drainage/SWM Traffic Control Devices TMP ROW Utilities Sound Walls Sign Structures Lighting QA/QC Safety Public Involvement CEI Overall Project Management</p> <p align="center">TEAM MEMBERS</p> <p>Darell Fischer Rick DeLong John Giometti John Myers Adam Welschenbach Nikhil Deshpande Tony Dean James Street</p>	<p>RDA Role/Project Description: RDA, as Lead Designer, provided professional engineering services from their Manassas, VA office for this project that provided an additional lane for eastbound traffic on I-66 from west of Great Falls Street (Route 694) to just east of George Mason Drive for 3.6 miles. Widened to add a lane eastbound for additional commuter capacity and tolling purposes and required a shoulder strengthening to the outside to shift traffic and construct to the median. Additionally, the widening was tightly constrained by the WMATA tracks down the median of I-66. There were 10 bridges -five inside/outside widening or reconstruction, three outside widening for sound walls, one relocation of a pier, and one new. Four of the five widening/reconstruction bridges abut up to WMATA tracks and structures carrying WMATA over the same side roads as the VDOT structures. The proximity of the WMATA structures to the widened bridges is on average about 6-ft.; the closest was 1.5-ft. There was drainage, SWM, and full corridor lighting. Removed/replaced 4,300-ft. of dilapidated noise walls along eastbound I-66 and added 5,100-ft. of new noise walls along the eastbound/westbound roadway based on our noise analysis and design. There were ramp modifications at Exits 69 and 71, bridge widening, rehabilitations, and repairs on I-66. Upgraded several sections of NOVA Parks' W&OD Trail and provided the design/construction of a new W&OD Trail bridge over Route 29 which was a challenge due to high traffic volumes, high tension power lines directly overhead, and large underground utility duct banks near proposed foundations. This project provided a direct access ramp from eastbound I-66 into the West Falls Church Metrorail Station by constructing a new connection between two existing ramps along with widening a bridge. The direct access off I-66 greatly reduced congestion on Route 7 and connecting side streets, enhanced safety for the local community and the adjacent high school's pedestrian/vehicular traffic.</p> <p>Innovative Design Solutions/Construction Techniques, including Interstate MOT, Bridge Widening, Pavement Recycling Techniques: Innovation focused on small items that made a big difference to the public. The project is surrounded by three parks and trail systems with intersection points. A major issue to the parks was saving trees. However, at the trail intersections, there were bike/pedestrian accidents due to sight distance issues. We implemented a rare, shared use path roundabout which saved 30+ trees, and separated bikes from pedestrians. The Bon-Air Park/trail overpass bridge RFP concept was a widening and deck replacement to handle the third lane. However, the bridge structural steel was tub girders which were likely to become unstable during phased construction. Developed a three-phase deck replacement that eliminated the need to widen the structure and devised a plan to locate an I-beam between the tubs to match the phasing and enhance structural stability. The W&OD trail overpass bridge of Route 29 was directly under high tension power lines. Worked with Dominion Energy to revamp their policy on clearance from our bridge fencing to their high-tension power lines. Generally stated, their policy identified a distance in plan view, RDA demonstrated by way of 3D modeling that the clearance was in the safe range. This allowed the requested architectural fencing to be installed vs. a composite material that was not preferred. The Team employed Lidar Technology to analyze/determine the roadway locations for super-elevation corrections over the entire length of the project. The technology greatly reduced the amount of corrections anticipated. The Team worked with VDOT and AASHTO requirements to analyze/adjust final roadway alignments to avoid impacting existing MSE walls.</p> <p>Limiting impacts to the Traveling Public and Affected Business/Communities, including Commitments to effective Strategies to minimize Congestion during Construction: Worked with VDOT to modify the allowable work hours to facilitate the construction schedule while maintaining no increased impacts on the traveling public. Performed an increased amount of nightwork (originally scheduled as daywork) to minimize congestion along the corridor. The development of the MOT/TMP steered the design changes/efficiencies that were implemented which eliminated reconstruction of significant retaining walls. The initial phase of MOT provided shoulder strengthening along the outside of eastbound I-66 to allow a preliminary shift of traffic to facilitate future phases of construction. A major challenge during MOT was to ensure that previously constructed ITS/tolling facilities (by others) were unaffected by construction.</p> <p>Implementing/Maintaining an Effective QA/QC Plan during Design and Construction: Developed/implemented a QA/QC program tailored to the project features and evolved the program as the design progressed by incorporating lessons learned, which was led by Darell Fischer, P.E. His depth of design-build experience allowed him to see beyond the basic requirements and use the QA/QC process to also innovate the design. Reviews ensured compliance with all design standards and criteria, constructability, efficiency, cost-effectiveness, and plan appearance.</p> <p>Developing/Managing Effective Communication Strategies with Business Owners, Residents, Advocacy Groups, Railroads, and Other Key Stakeholders: RDA worked with VDOT to modify allowable work hours, facilitating the construction schedule and keeping construction efforts from adversely affecting traffic flow during typical hours of activity. This enabled the team to perform an increased amount of nightwork that was originally scheduled to be done during the day, in turn minimizing congestion along the I-66 corridor. During nighttime hours, we set temporary concrete barriers, conducted paving, marked pavement for traffic shifts, and erected bridge girders. The Team held several Pardon Our Dust meetings for each stage of construction and was heavily involved in preparing materials, including renderings/graphics and PowerPoint presentations. We participated in these meetings to notify the public of updates to the project's status (including night work scheduled) and to address concerns raised by the community.</p> <p>Successful Project Delivery: The preliminary RFP Plans did not identify the many unforeseen conditions encountered with the WMATA Metrorail System in the median, storm drainage not installed per the original Contract design and no as-builts for sound and retaining walls. RDA's collaborative efforts with the design-builder to resolve these roadblocks quickly allowed the design to accelerate and finish plan packages on and/or ahead of schedule, enabling construction activities to start timely and complete the project per contract.</p>	
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 2021 Overall Winner of the VTCA Engineering Awards Program

ATTACHMENT 3.4.1(b)
LEAD DESIGNER - WORK HISTORY FORM
(LIMIT 1 PAGE PER PROJECT)

a. Project Name & Location	b. Name of the prime/ general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Start Date	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: Design-Build I-64 Capacity Improvements – Segment II Location: City of Newport News and York and James City Counties, VA	Name: Allan Myers	Name of Client: VDOT Phone: 703-259-2734 Project Manager: Mike Davis Phone: 757-925-2680 Email: mike.davis@vdot.virginia.gov	01/2016	05/2019	\$138,747	\$141,370 <i>(increases due to additional landscaping and bridge repairs)</i>	\$9,237

h. Narrative describing the Work Performed by the Firm identified as the Lead Designer for this procurement. Include the office location(s) where the design work was performed and whether the firm was the prime designer or a subconsultant. The Work History Form shall include only one singular project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be considered a single project. Projects/contracts with multiple phases, segments, elements (projects), and/or contracts shall not be claimed as a single project on this form.

<p align="center">RELEVANCY</p> <ul style="list-style-type: none"> Roadway and Interstate Widening Survey Structures and Bridges Environmental Management Geotechnical Drainage and SWM Traffic Control Devices TMP ROW Utilities Sound Walls Sign Structures Lighting QA/QC Safety <p align="center">TEAM MEMBERS</p> <ul style="list-style-type: none"> Rick DeLong Darell Fischer Brandon Shock John Giometti John Myers Nikhil Deshpande James Street 	<p><u>RDA Role/Project Description:</u> As the Lead Designer, RDA managed the design from their Glen Allen office, with assistance from their Manassas and Fredericksburg offices, including design and subconsultant management, roadway design, traffic engineering, drainage/ SWM design, structural design, MOT/TMP design, and community involvement. This project reconstructed two lanes of I-64 and added a new third lane with full width shoulders on both sides for 7.5 miles, in the eastbound/westbound direction. The western portion includes a wider/depressed median from the beginning of the project through the Busch Gardens interchange up to approximately Jefferson Ave. The eastern portion has a narrower/raised median which required barrier walls separated by a raised landscape area. Design elements include open ditches, closed storm drainage systems, detailed H&HA analysis, extensive SWM designs, including median facilities, roadway widening/reconstruction, nine bridge widenings, box culvert extensions, guardrail, and several retaining walls. ITS was impacted and replaced along with overhead sign structures.</p> <p><u>Innovative Design Solutions/Construction Techniques, including Interstate MOT, Bridge Widening, Pavement Recycling Techniques:</u> To reduce significant median barrier construction, the design deviated from the RFP concept to provide outside widening along westbound from east of the Busch Gardens interchange to the bridges over Jefferson Ave. at Exit 147. This design change cleared more trees adjacent to the Yorktown Naval Weapons Station property which was well received by the Navy as it allowed better visibility to potential encroachments. Furthermore, the change provided an increased greenspace benefit as the landscaping within the median barrier section was removed from the Contract by the Department due to future maintenance concerns. Another design change/innovation dealt with the bridge clearance issue over Jefferson Ave. The existing bridge clearance was at the minimum; the proposed widening reduced it further, plus the roadway underneath was rising due to cross slope and grade. As a result, there would be inadequate clearance if the same size girders were used to widen the structure. To solve the problem, we designed dissimilar beams to shallow up the depth and achieve adequate clearance. An additional design innovation was use of the existing wide median areas to provide SWM facilities without acquiring additional right of way outside of the roadway. Through careful planning and evaluation of median access locations and potential overflow mitigation to prevent inundation of the roadway, the project team was able to efficiently design and construct these median facilities to be effective and maintainable now and in the future. The team also worked with VDOT to implement a Value Engineering (VE) proposal to alter the SWM obligations while still meeting DEQ requirements. As a result, the future maintenance of the SWM facilities will save VDOT millions, while RDA's design stayed on budget for the contract.</p> <p><u>Limiting Impacts to the Traveling Public and Affected Business/Communities, including Commitments to Effective Strategies to minimize Congestion during Construction:</u> The design/construction of this segment of roadway interfaced with the I-64 Segment I project. Several MOT phases required relocating or changing the signage on the adjacent project. Additionally, the design required adjustments to accommodate the final design features of the adjacent segment to include relocation of emergency access points. This enhanced coordination resulted in fewer impacts to the public traveling the corridor and less congestion during construction due to minimized driver confusion when exiting one work zone and entering another.</p> <p><u>Implementing/Maintaining an Effective QA/QC Plan during Design and Construction:</u> The design complied with the approved QA/QC Manual developed for the project which followed VDOT's QA/QC guidelines as per the RFP. Furthermore, the QA/QC Manual evolved with the project and was a <i>living</i> document. An important tool that was implemented during design to improve QA/QC was the use of Bluebeam® software to collect QC comments, track their disposition, and document their implementation. This became especially useful when our team changed the SWM design from Part IIB to Part IIC, which significantly altered the number of facilities and their types. Ultimately, this reduced future maintenance costs for VDOT.</p> <p><u>Developing/Managing Effective Communication Strategies with Business Owners, Residents, Advocacy Groups, Railroads, and other Key Stakeholders:</u> The DB team partnered with VDOT, the City of Newport News, York and James City Counties, Yorktown Navy Weapons Station, and Fort Eustis Army Base to promote routine and open communication. Through on-site partner meetings, over-the-shoulder design reviews, and regularly scheduled public relations meetings the DB team resolved design issues, coordinated construction activities with adjacent projects, and updated the public with real time information. The team worked with District Public Relations and Traffic Management staff to ensure the public was well informed and prepared for upcoming work that would impact traffic or impending traffic shifts. Construction progress updates and relevant project news for the public content was provided through website and social media outlets through the support of VDOT's website. The team also worked with adjacent municipalities for impacts to local roads and utilities throughout design and construction.</p> <p><u>Successful Project Delivery:</u> To manage risks to the project schedule, implementation of the VE proposal and assumption of its potential risk impact created a more construction friendly design that finished ahead of schedule and allowed the design-builder to achieve substantial completion ahead of schedule and receive incentives.</p>	 <p><i>Reconstructed two lanes and added a 3rd lane.</i></p>
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