

Statement of Qualifications

I-64 Hampton Roads Express Lanes (HREL) Segment 4C

From: 0.138 miles East of LaSalle Ave
To: 0.500 miles East of Settlers Landing Road
State Project No.: 0064-114-xxx
Federal Project No.: NHPP-064-3(522)
Contract ID Number: C00117841DB111



June 29, 2021

Submitted by: Hampton Roads Express Partners (HRXP), a Joint Venture

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	X-1 to X-3
Acknowledgement of RFQ, Revision and/or Addenda	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	X-4
Letter of Submittal (on Offeror's letterhead)				
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	B-1 to B-5
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	C-1 to C-4 D-1 to D-9
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	E-1 to E-4
Evidence of obtaining bonding	NA	Section 3.2.9	no	F-1 to F-21

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	G-1 to G-25
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	G-1 to G-25
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	G-1 to G-25
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	G-1 to G-25
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	G-1 to G-25
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	1
Offeror's Team Structure				2-7
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	2-7
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	H-1 to H-2
Key Personnel Resume – Entrusted Engineer In Charge	Attachment 3.3.1	Section 3.3.1.2	no	H-3 to H-4
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.3	no	H-5 to H-6
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.4	no	H-7 to H-8
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.5	no	H-9 to H-10
Organizational chart	NA	Section 3.3.2	yes	7
Organizational chart narrative	NA	Section 3.3.2	yes	5-6

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	I-1 to I-3
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	J-1 to J-3
Project Risk				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	9-15

ATTACHMENT 2.10

**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION**

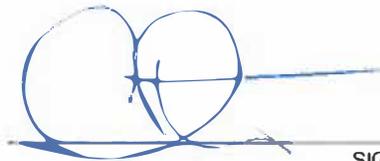
RFQ NO. C00117841DB111
PROJECT NO.: 0064-114-xxx

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 – April 30, 2021
(Date)
2. Cover letter of RFQ Addendum #1 – June 2, 2021
(Date)
3. Cover letter of RFQ Addendum #2 – June 11, 2021
(Date)



SIGNATURE

June 29, 2021

DATE

Chad Andrew Mathes

PRINTED NAME

JV Authorized Representative

TITLE

SECTION 3.2

Letter of Submittal



June 29, 2021

Commonwealth of Virginia
Department of Transportation (VDOT)
1401 E. Broad Street
Richmond, Virginia 23219
Attention: Suril R. Shah, P.E. DBIA (APD Division)



240 Corporate Boulevard, Suite 100
Norfolk, VA 23502
(212) 779-0900

RE: Statement of Qualifications | I-64 Hampton Roads Express Lanes (HREL) Segment 4C
State Project No.: 0064-114-xxx | Federal Project No.: NHPP-064-3(522) | Contract ID Number:
C00117841DB111

Dear Mr Shah,

Hampton Roads Express Partners (HRXP) is pleased to submit our Statement of Qualifications for the I-64 Hampton Roads Express Lanes Segment 4C (HREL4C Project). HRXP is comprised of the same construction firms presently constructing the adjacent I-64 Hampton Roads Bridge-Tunnel Expansion (HRBT Expansion) for VDOT. **This means that our team has the ability to seamlessly coordinate internally to minimize potential construction staging conflicts and maximize schedule and cost synergies between both projects. Additionally, with our common executive management team overseeing both projects, key decisions will be made quickly and conflicts will be avoided. Since coordination with the HRBT Expansion project is critical to HREL4C Project success, we believe having the same JV companies deliver both projects provides significant advantages.**

3.2.1 Full Legal Name and Address of the Offeror: Hampton Roads Express Partners (HRXP) | 240 Corporate Boulevard, Suite 100, Norfolk, VA 23501

3.2.2 Point of Contact for the Offeror: David Hernandez, Director of Bidding and Procurement | Address: 810 Seventh Avenue, 9th Floor, New York NY 10019 | P: (212) 779-0900, Ext: 116 | F: N/A | Email: dhernandezg@Dragados-USA.com

3.2.3 Principal Officer of the Offeror: Chad Mathes, JV Authorized Representative | Address: 240 Corporate Boulevard, Suite 100, Norfolk, VA 23502 | P: (949) 490-1800

3.2.4 Structure of the Offeror: HRXP is an integrated joint venture (JV) consisting of industry-leading construction firms Dragados USA, Inc. (Dragados), VINCI Construction Grands Projets (VCGP), Flatiron Constructors, Inc. (Flatiron), and Dodin Campenon Bernard (Dodin). HRXP will provide a single 100% performance bond and single 100% payment bond. Please see *Appendix A* for evidence of VDOT's JV approval.

3.2.5 Lead Contractor: Hampton Roads Express Partners (HRXP) | *Lead Designer:* Atkins North America, Inc.

3.2.6 Affiliated and/or Subsidiary Companies: Please reference *Appendix B* for Attachment 3.2.6.

3.2.7 Executed Certifications Regarding Debarment Companies: Please reference *Appendix C* and *Appendix D*, respectively, for Attachment 3.2.7(a) and Attachment 3.2.7(b).

3.2.8 VDOT Prequalification: Our respective firms' prequalification number and status are: Dragados: Prequalified - Probationary (D1145) | VCGP: Prequalified - Probationary (V1490) | Flatiron: Prequalified (F319) | Dodin: Prequalified - Probationary (D2207). Evidence of such is provided in *Appendix E*. *Appendix A* includes evidence of VDOT's approval of the Joint Venture Bidding Agreement (#JV102).

3.2.9 Surety Letter: Please see *Appendix F* for our surety letter. HRXP is capable of obtaining a 100% performance and payment bond.

3.2.10 SCC and DPOR Registration: Please see *Appendix F* for a completed Attachment 3.2.10 as well as supporting documentation.

3.2.11 DBE Participation Goal: HRXP is committed to achieving a six percent (6%) DBE goal for the entire value of the Contract.

We appreciate the opportunity to present our qualifications and look forward to continuing to build on our relationship with VDOT and stakeholders in the Hampton Roads region through another successful project.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "C Mathes", is written over a faint circular stamp.

Chad Mathes, HRXP JV Authorized Representative

SECTION 3.3

Offeror's Team Structure



3.3 OFFEROR'S TEAM STRUCTURE

Hampton Roads Express Partners (HRXP)

brings together four leading construction firms to achieve VDOT's ultimate Project goal of relieving congestion and providing reliable travel times for managed lanes with dynamic tolling for the Hampton Roads region. **HRXP** is comprised of Dragados USA, Inc. (Dragados), VINCI Construction Grands Projets (VCGP), Flatiron Constructors, Inc. (Flatiron), and Dodin Campenon Bernard (Dodin) with Atkins North America, Inc. (Atkins) serving as our Lead Designer. The **HRXP** team brings recent and relevant experience with VDOT, as well as the construction of similar express lanes, other large design-build (DB) highway projects in urban corridors, and bridges over water.

HRXP comprises the same JV team currently building the adjacent HRBT Expansion project. While we will dedicate a separate team to deliver the HREL4C Project, the same JV Executive Committee will oversee both projects to ensure seamless coordination and integration between both projects and maximize opportunities for efficiency in delivering the work and coordinating with stakeholders and the public.

Our organizational structure is shown on *page 7*. Brief firm summaries are provided below.

DRAGADOS

Founded in 1941, Dragados is a recognized leader in delivering major infrastructure projects in the U.S. and across the globe.

Dragados is one of the primary construction arms of the ACS Group, ranked first overall on the 2020 *Engineering News-Record (ENR) Top 250 International Contractor List* with revenues in excess of \$45B. Dragados is an industry leader in delivering all types of transportation infrastructure projects, including including 6,900+ miles of roads and highways worldwide. Since entering the North American market, the firm has delivered approximately \$19B of highway projects in North America including widenings and rehabilitations, high-level interchanges, major river crossings, and other similar work that has required safely and effectively maintaining traffic and minimizing congestion throughout construction. In addition to leading the JV team delivering the adjacent HRBT Expansion project, Dragados is the lead DB Contractor on the \$756M Chesapeake Bay Bridge-Tunnel in VA. The firm's Mid-Atlantic experience

also includes the Winston-Salem Northern Beltway and Durham East End Connector projects in NC. **Dragados is a DB leader—more than 75% of Dragados' total volume of work in North America over the past 10 years has been on DB projects.**



VCGP is the DB contractor of The VINCI Group's Major Projects Division dedicated to

large transportation and heavy civil structure projects. The VINCI Group is one of the largest global concession-and-construction players in the world. With \$49.2B+ in annual revenue in 2020 and 222,400 employees working in 100+ countries, the firm was ranked No. 3 by *ENR* in the 2020 Top 250 International Contractors category. VCGP is presently working on the adjacent HRBT Expansion project and has completed some of the most challenging transportation projects in the world, and recently in the U.S., the \$763M Ohio River Bridges - East End Crossing project which involved the DBFOM delivery of a new 8.5 mile I-265 alignment between Kentucky and Indiana, and a cable-stayed bridge crossing the Ohio River.

FLATIRON With an annual construction volume of \$1.5B+, Flatiron builds heavy civil infrastructure for the transportation sector, specializing in highways and bridges across North America. Founded in 1947, Flatiron is a leading contractor in the Mid-Atlantic. Most recently, the firm was ranked No. 9 in transportation and No. 5 in highway contractors. Flatiron employs 600+ people in the Mid-Atlantic Division and 4,000+ nationwide, and is a nationally recognized leader in DB delivery, having completed 33 DB projects valued at \$6.9B+, and currently working on the \$291M I-95 Fredericksburg Extension in VA. Flatiron's DB experience building similar projects in the Mid-Atlantic includes: HRBT Expansion (\$3.3B); NC-12 Rodanthe (\$155M); NC-540, Triangle Expressway Southeast Extension from NC 55 Bypass to East US 40 (\$330M); Winston-Salem Northern Beltway (\$140M); and I-85 Yadkin River Bridge (\$136M).



Dodin, a subsidiary of The VINCI Group, has 150 years of experience building complex transportation and infrastructure projects. Dodin has 530 employees and had an annual revenue of \$258M in 2020. The firm is currently working on three major transportation projects in North America: \$3.3B HRBT Expansion; \$930M Rehabilitation of LHL Tunnel in Montreal Canada; and \$2.2B Extension of the LRT Confederation Line in Ottawa, Canada.

Lead Designer, Atkins, is one of the nation’s most experienced multidisciplinary consulting organizations. With 3,300 employees and 59 offices throughout North America, Atkins serves the transportation industry by providing comprehensive services associated with highways and streets, toll facilities, structures, intelligent transportation systems (ITS), traffic operations, and transit. Atkins has approximately 400 employees located in nine Mid-Atlantic and Northeast region offices including VA, NC, MD, NY, NJ, and PA. The firm's Mid-Atlantic experience includes serving as the Lead Designer on the \$3.6B Purple Line Rail Transit P3/DB Project in MD. Since 1960, Atkins has supported every aspect of the development, expansion, and rehabilitation of thousands of transportation projects for state transportation departments, regional agencies, expressway authorities, developers, and municipalities. Atkins is ranked by *ENR* as No. 17 among the top 500 design firms, and No. 9 for transportation firms.

HRXP has rounded out our team with the following DBE/SWaM and local speciality subconsultants and subcontractors to adequately support the Project and Hampton Roads community:

Firm	Project Role	Relevant Qualifications
Quinn Consulting Services, Inc. (Quinn)	Quality Assurance Manager (QAM)	<ul style="list-style-type: none"> ◆ DBE firm, served in a QA management role on 40+ DB projects ◆ Over the last 10 years, performed QA management and inspection services on DB projects awarded by VDOT totalling \$12B+ in value
Bowman Consulting Group, Ltd. (Bowman)	ROW Acquisition	<ul style="list-style-type: none"> ◆ 26 years of experience delivering ROW services for projects throughout VA for 26+ years, including on DB projects such as VDOT I-66 Express Lanes and VDOT Route 7 Improvements ◆ 30+ DOT ROW projects and 1,000+ acquisitions
EA Engineering, Science, and Technology, Inc (EA)	Environmental and Permitting	<ul style="list-style-type: none"> ◆ Supported VDOT with pre-solicitation tasks for the HRBT Expansion ◆ Provided environmental services to federal, commonwealth, local, and private entities in the Hampton Roads region ◆ Established relationships with regional regulatory agencies such as USACE Norfolk District, USEPA Region 3, VDEQ, and VMRC
Precision Measurements, Inc. (PMI)	Survey	<ul style="list-style-type: none"> ◆ SWaM firm experienced in all surveying aspects from cadastral to geodetic ◆ Familiar with VDOT's standards having provided surveying services on several VDOT projects including DB projects such as: HRBT Expansion, I-564 Intermodal Connector; Elizabeth River Crossings; Chesapeake Bay Bridge Tunnel; FedEx I-95 Express Lanes
S&ME, Inc	Geotechnical	<ul style="list-style-type: none"> ◆ 20+ years of experience providing geotechnical engineering services for DB transportation projects ranging from \$30M to \$500M in value ◆ Extensive experience with VDOT, currently working on five VDOT contracts including US Route 460 Poplar Creek Phase A and B

3.3.1 Key Personnel

Key Personnel Resume Forms (*Attachment 3.3.1*) are included in *Appendix H*. The **HRXP** team commits to VDOT that we will keep our Key Personnel intact for the Project’s duration and that the job duties of Key Personnel will not be delegated to others for the Contract’s duration. Our Key Personnel are identified below:

- Design-Build Project Manager (DBPM) | Russ Lauria** 
- Entrusted Engineer in Charge (EIC) | Santos Valladolid, PE** 
- Quality Assurance Manager (QAM) | Anthony Kondysar, PE** 
- Design Manager (DM) | Mike Kling, PE** 
- Construction Manager (CM) | David Barrier** 

Value-Added Personnel

In addition to our common Executive Committee from HRBT, to further mitigate risks and address key Project elements, we have included the following value-added staff members to our team:

Communications Manager, Stephen Meyers:

Stephen is presently serving as Communications Manager on the adjacent HRBT Expansion project. While maintaining his role on HRBT, he will also oversee a dedicated communications team to provide continuity, ensuring there is consistent information released to the public regarding both projects. This is beneficial because Stephen already has established relationships with VDOT's public outreach team (at the project, district, and central office levels of VDOT) and stakeholders (including administrators in the cities of Hampton, Newport News, and Norfolk; first responders along the I-64 corridor in Hampton Roads; civic and business groups and institutions in Hampton Roads; and local print and broadcast media outlets). Stephen and his support staff, will work with the DBPM and VDOT to minimize disruptions and impacts to the community, and to keep the public informed of activities and progress during construction.

Through Strategic Workgroups (SWGs) on HRBT, Stephen and his team developed strong, mutually respectful relationships with various departments within the City of Hampton. These established and functioning SWGs will be used to forge similar relationships with the City on HREL4C.

DB Coordinator, Stephen Hughes:

Stephen brings 22 years of relevant highway experience in VA including multiple projects that were delivered to VDOT's standards. He will use his deep understanding of the DB process to enhance communication and coordination between design and construction through continuous interface with the DBPM, DM, and CM, to ensure the appropriate construction means and methods are considered in design development. This interaction will consist of weekly meetings, over-the-shoulder reviews, and comment review meetings prior to design package submittals. Stephen will also monitor design package development, and report progress to the DBPM. He will support the DM on design coordination activities with VDOT and other third party stakeholders. Stephen will communicate in terms our design staff can understand regarding cost, schedule, and constructability, while also helping our construction staff understand the design criteria, permit requirements, and the design review cycle.

Corporate Technical Services Divisions

The firms that make up **HRXP** have technical services divisions that connect our project teams with specialized in-house engineering experts to enhance designs and support construction operations. Their expertise spans disciplines from geotechnical and foundations, bridges/structural design, to speciality engineering such as drainage. Similar to their involvement on HRBT, these groups will be tasked with providing innovative solutions and transferring lessons learned into our new projects. As a repository of more than seven decades of corporate experience, and with the talent and experience of hundreds of engineering personnel, our internal engineering departments will be available to provide technical support throughout the HREL4C Project. They have developed innovative solutions on similar projects that have resulted in significant cost and schedule savings.

On the HRBT Expansion, our technical services groups proposed several VE concepts, design optimizations, and risk mitigation measures. For the TBM launch and initial tunnelling advancement at shallow ground conditions in a marine environment, ground improvements are required to strengthen the anticipated soft-soil layers to provide sufficient support to the TBM. To maintain the alignment and grade, our technical experts developed a sophisticated pattern ground improvement scheme, consisting of deep-soil-mix "barrettes." This concept yielded \$10M+ in cost savings, schedule savings, and reduced risk exposure.

Environmental Manager, Peggy Derrick:

Timely permitting is critical to success. Based on the complex permitting required on the connecting HRBT Expansion, we have elevated the Environmental Manager position to report directly to the DBPM and to collaborate with both the design and construction teams. Peggy Derrick, from EA, will work with the agencies to determine the permit needs and to obtain the final permits for construction operations. Peggy brings recent experience facilitating the regulatory permitting process to secure many of the same permits from the same agencies required on HREL4C, on other nearby projects including the HRBT Expansion and Elizabeth River Midtown Tunnel Expansion projects for VDOT, along with the Parallel Thimble Shoal Tunnel project. Peggy's recent experience performing permitting services in the Hampton Roads region means that she has an in-depth understanding of the local permitting requirements, as well as positive relationships with the regulators.

EA has established relationships with regulatory agencies such as: USACE Norfolk District, USEPA Region 3, VDEQ, and VMRC, which will help to facilitate agency input and buy-in throughout the planning and permitting process.



General Superintendent, Jerad Arno:

Jerad Arno brings more than 20 years of construction experience on highway projects, with more than 17 years serving in CM and Superintendent roles. He will support our CM with construction oversight to benefit from his extensive construction management experience on large DB transportation projects for DOTs. Jerad is currently serving as the CM on the \$155M Rodanthe Bridge DB project for NCDOT and previously acted as the CM for a \$500M critical path segment of the I-4 Ultimate Improvement P3 project for FDOT. He will report directly to the CM and work in close collaboration with him to manage construction activities, coordinate superintendents, and oversee subcontractors, field staff, materials, and equipment.

3.3.2 Organizational Chart and Narrative

Our organizational chart shown as Figure 1 on page 7, shows the chain of command, identifies major Project functions, and defines the reporting relationships of personnel responsible for the management of design, construction, and QA/QC activities. We purposely assembled **HRXP** to include the same companies presently constructing the adjacent HRBT Expansion project.

The continuity of our companies makes the HRXP team best suited to properly coordinate the concurrent construction operations on both the HRBT Expansion project and HREL4C Project.

Functional Relationships and Communication Among Participants

Decision-Making Authority

As one of the most important tactics in a DB environment, we will instill and support a level of independence that allows individuals to act on their prescribed authority and make decisions within their area of expertise, alongside their counterparts from VDOT and its consultants. We will empower personnel at all levels to make decisions and resolve issues at the lowest practical level through formal and informal communication channels. An agreed-upon escalation ladder and partnering will aid in designating decision-making authority between VDOT and the **HRXP** team. Our fully integrated team, clearly-defined organizational structure, and our ability to build on the collective experience of all team members are key elements of our approach to streamline decision making, effectively communicate these decisions to the broader team, and implement them in a timely manner.

Common Executive Committee

Since the Executive Committee members proposed on HREL4C are the same executives overseeing the HRBT Expansion, issues that may arise will be resolved expeditiously. By keeping this committee consistent on both projects, our executive decision makers are directly involved in continuous project oversight and actions taken by both the HREL4C and HRBT project teams. They will leverage their experience working together with VDOT to proactively help the team develop, build, and sustain our culture for success. The Executive Committee will meet on a monthly basis, or more frequently as needed, and will ensure that major resources such as personnel and equipment are available to the team well in advance of the need.

Task Forces

We will facilitate direct communication between construction and design staff through task forces. The coordination will take place in weekly task force meetings led by the DM and CM and attended by both design and construction leads to facilitate interdisciplinary solutions. We will create cross-functional task forces associated with key design disciplines (e.g., roadway, bridges, MOT, environmental) to improve coordination efforts and ensure Project constraints and requirements are universally understood. Through these working groups, we will challenge every aspect of design and look for ways to achieve cost/schedule savings within the Project parameters. Part of this process is the constructability reviews and feedback that takes practical construction issues such as storage, staging, access, and temporary works into consideration, developing a “buildable” design that results in lower cost and avoids many issues that would otherwise be discovered during construction.

Task forces help to expedite critical technical decisions since the individuals that make up each integrated task force will fully grasp the underlying criteria, constraints, and reasoning. This streamlined coordination and planning results in a proven reduction of risks, specifically those related to schedule delays and cost overruns.

Co-Location

To best integrate the team during the design phase, we propose to co-locate our design and construction leads along with VDOT staff. Co-location expedites decisions, promotes team meetings, and improves communication between the integrated DB team and Project stakeholders. We will begin the co-located mobilization process for an office facility close to the HREL4C Project site soon after Project Award.

Functional Relationships and Communication Among Key Personnel

 **DBPM, Russ Lauria**, will serve as VDOT's primary point of contact and be responsible for overall Project design, construction, quality management, and contract administration, including procuring and furnishing all materials, equipment, services, and labor in a timely manner. He bears full responsibility for coordinating and integrating all Project disciplines. Russ brings 40+ years of DB experience on heavy civil transportation projects for DOT clients across the East Coast including serving as the Project Manager to successfully deliver the largest project in GDOT's history, the \$647M Northwest Corridor DB project. His DB experience will be instrumental in facilitating team partnering to ensure that appropriate and consistent communication is maintained among all parties. Russ will work with our Communications Manager and VDOT to communicate with third-parties and coordinate public outreach efforts, public meetings, and responses to Project inquiries. The EIC, QAM, DM, CM, DB Coordinator, Safety Manager, ROW Acquisition Manager, Utility Coordination Manager, Environmental Manager, and Communications Manager will report directly to Russ.

 **EIC, Santos Valladolid**, is a licensed PE in VA with 15+ years of experience in the design and construction of large highway, specifically with express lanes, and bridge DB projects. He specializes in design and engineering management on complex, high-profile DB transportation projects similar to HREL4C. Santos will compile, sign, and seal the cover sheet of the aggregate collection of the final documents for the Project. He will integrate all engineering work, ensure work is in conformance with the Contract documents, and ensure the delivery of a safe, constructible, and functional Project. Santos will be directly involved in approving engineering decisions during construction and will respond to inquiries about all engineering decisions. He will be on-site full-time from the start of construction through Final Acceptance of the Project. Santos will report directly to the DBPM and will communicate with the DM, CM, QAM, and DB Coordinator.

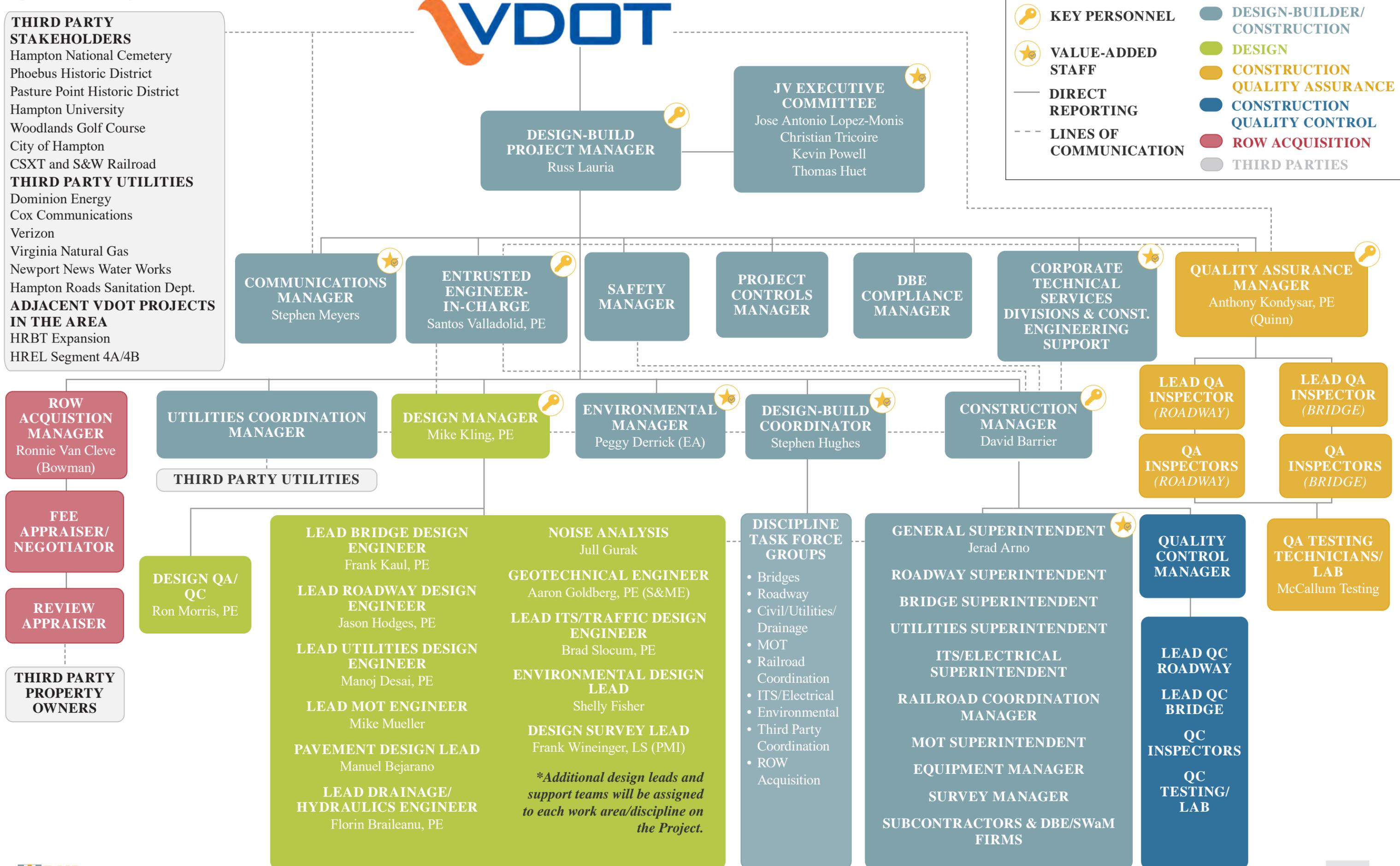
 **QAM, Anthony Kondysar**, a licensed PE in VA, will serve as the single point of responsibility for QA services and will act independently of the design and construction teams, reporting directly to the DBPM with direct, independent lines of communication to VDOT. Anthony has 30 years of industry experience and has served in a QAM role on several DB projects in VA, and specifically on VDOT projects, including the \$244M I-64 Capacity Improvements - Section III DB VDOT project. He is also intimately familiar with the

VDOT Minimum Standards for Design-Build and Public-Private Transportation Projects. Anthony will be responsible for QA inspection and testing of all materials used and work performed, including the monitoring of our QC program. The QAM organization will, through the DBPM, establish communication paths to the construction QC and construction team to ensure that the QAM is apprised of activities and that corrective activities and remediations are implemented quickly. Anthony will be on site full-time for the duration of construction.

 **DM, Mike Kling**, a licensed PE in VA, will manage and coordinate the individual design disciplines and ensure the overall Project design is in conformance with the Contract. Mike has 20+ years of experience designing transportation projects, including several large DB highway projects. As an additional benefit, he served as the Deputy Design Manager on the adjacent HRBT Expansion, in which he collaborated with the firms that comprise **HRXP**. This continuity means Mike is already intimately familiar with VDOT, the **HRXP** team, and the Project corridor. Mike will manage the design and assign resources, oversee design subconsultants, coordinate design and review schedules, and integrate environmental compliance and safety measures into the design. He will establish and oversee a QA/QC program for all pertinent disciplines involved in the design, including the review of design, working plans, shop drawings, specifications, and constructability. Mike will remain involved once construction starts to oversee plan modifications and shop drawings. He will report to the DBPM and communicate with the EIC and DB Coordinator.

 **CM, David Barrier**, will be on-site full-time and will oversee construction activities, including QC, to ensure the materials used and work performed meet Contract requirements. David will leverage his Deputy CM experience gained on the HRBT Expansion, in which he was integral in successfully coordinating environmental permitting to start construction earlier than anticipated. With the entire construction team now fully mobilized on HRBT, the HRCPC Executive Committee has a plan in place to begin the transition of David's responsibilities to each of the Segment Managers, MOT Managers, and Utility Managers. Upon HREL4C Award, he will begin to transition and will be 100% available before the start of construction where he will be on-site full-time. Prior to construction, David will assist with permitting efforts, facilitate constructability reviews, work closely with the Utility Coordination Manager to plan relocations, and coordinate with the ROW Acquisition Manager to prioritize and schedule acquisitions. He will maintain the schedule and supervise the QC Manager, subcontractors, and work in close collaboration with our General Superintendent to coordinate dedicated superintendents for each of the Project's main disciplines. David will report to the DBPM, frequently communicate with the DB Coordinator, and work hand-in-hand with our General Superintendent to oversee field operations.

Figure 1. HRXP's Organizational Structure



SECTION 3.4

Experience of the Offeror's Team



3.4 EXPERIENCE OF THE OFFEROR'S TEAM

HRXP brings a wealth of experience in relevant DB transportation projects, with experience delivering a combined estimated value of 49B+ worth of projects in North America. Lead Contractor and Lead Designer Work History Forms are provided in *Appendix I* and *J*, respectively. The table below showcases a few of the notable projects in which we have provided relevant design and construction experience on projects similar in nature to the HREL4C Project.

Having the same contractors complete the concurrent operations on both the HREL4C Project and HRBT Expansion will provide continuity and efficient coordination—ensuring both projects stay on track without issues.

LEGEND
 ☆ Work History Form Project
 IP In Progress

Project	Delivery Method	Value	Team Member					RFQ Criteria					Additional Similarities					
			Dragados	VINCI	Flairon	Dodin	Atkins	On time/early completion	Coordination with adjacent projects	Urban corridor	Innovative solutions	Limiting public impacts; minimizing congestion	Effective communication with stakeholders	Major interstate project	Replacement/widening/new structures/bridges	Managed lanes with dynamic tolling	Rehabilitation/widening of existing lanes	Complex MOT & Staging
HRBT Expansion, VA	DB	\$3.3B	•	•	•	•		IP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
New Champlain Bridge, QC	DBFOM	\$2.5B	•		•		•	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
I-595 Corridor Improvements, FL ☆	DBFOM	\$1.2B	•					✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Northeast Anthony Henday Dr., AB	DBFOM	\$1.1B	•		•			✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
M4 Smart Motorway, UK	DB	\$857M		•				IP		✓	✓	✓	✓	✓	✓	✓	✓	✓
SH 288 Toll Lanes, TX	DBFOM	\$840M	•					IP		✓	✓	✓	✓	✓	✓	✓	✓	✓
US 181 Harbor Bridge Replacement, TX	DBOM	\$802M	•		•			IP	✓	✓	✓	✓	✓	✓	✓		✓	✓
Ohio River Bridges, KY/IN ☆	DBFOM	\$763M		•				✓		✓	✓	✓	✓	✓	✓		✓	✓
I-405 Renton to Bellevue, WA	DB	\$710M			•			IP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
COS A355 Motorway, FR	DBFOM	\$649M				•		IP	✓		✓	✓	✓	✓	✓			✓
Project Neon, NV ☆	DB	\$600M					•	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
I-4/Lee Roy Selmon Crosstown, FL ☆	BB	\$600M					•	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
U.S. 50 Multimodal Corridor, CA	DB	\$430M			•			IP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
S. Ohio Veterans Memorial Hwy, OH	DBFOM	\$439M	•					✓			✓	✓	✓	✓	✓			
I-95 Fredericksburg Extension, VA	DB	\$291M			•			IP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rodanthe Bridge, NC ☆	DB	\$155M			•			IP	✓	✓	✓	✓	✓	✓				✓
Winston-Salem Northern Beltway, NC	DB	\$140M			•			✓	✓	✓	✓	✓	✓	✓			✓	✓
I-15/CC 215 Interchange, NV ☆	BB	\$100M					•	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
I-80 Robb Drive to Vista Blvd., NV	DB	\$72M					•	✓			✓	✓	✓	✓			✓	✓

SHARED TEAM EXPERIENCE

\$14B+

Total value of infrastructure projects delivered together throughout North America



SECTION 3.5

Project Risks



3.5 PROJECT RISKS

HRXP has reviewed the available information, held risk workshops, visited the Project area during various traffic conditions, spoken with our crews presently constructing the HRBT Expansion project, and jointly evaluated the major Project risks.

While the significant amount of coordination required with the adjacent HRBT Expansion project would typically pose a critical risk, our key firms' involvement in both projects provides continuity between them, thus mitigating this potential risk while reducing potential construction staging conflicts, ensuring seamless coordination of lane shifts/closures, and maximizing schedule and cost synergies between the projects. In addition, **HRXP** will have access to the HRBT project team during the life of both the HREL4C and HRBT projects to coordinate design and construction efforts and provide consistency in documents submitted to VDOT and stakeholders, while sharing critical risk aspects and general lessons learned.

Critical Project Risks

Projects of this size and complexity carry multiple risks, varying in occurrence probability and impact severity. Based on the available information and our knowledge of the Project corridor and stakeholders, we analyzed several high-level Project risks including:

- ◆ External stakeholder involvement, including regulatory permitting agencies, utility service providers, and local government entities
- ◆ Property acquisitions
- ◆ Existing bridge rehabilitation
- ◆ Construction staging, constructability, and required temporary works
- ◆ Historic resource and open space impacts

Upon evaluating all potential risks, we identified the following three critical risks that can substantially impact the Project if not eliminated or mitigated:

1 Right-of-way (ROW) acquisition, specifically the single-family full displacement

2 The regulatory permitting process plus potential permit requirements

3 Critical utilities, especially the existing Dominion Energy aerial transmission line on the south side of eastbound I-64

These risks have been identified as critical for several reasons, including the severity of impacts to design and construction such as constructability, staging and temporary works, schedule delays, and the potential to be on the critical path. These risks are also considered critical because of the number of unknowns carried by

the risk (e.g., utility requirements; property negotiations outcome; regulatory permit impacts and requirements), the involvement and decision making of external stakeholders (e.g., property owners, utility providers, agency regulators) necessary to assess, mitigate and close the risk, and because control of the risk does not rest with **HRXP** or VDOT, but with external stakeholders. In addition, these risks are interrelated. For example, regulatory permitting can impact design and construction considerations which in turn may exacerbate risks associated with utility requirements. Failure or delay in acquisition of the full displacement property may require changes to the bridge design which can impact regulatory impacts and requirements.

1 ROW ACQUISITION

Risk Identification

The current concept plans indicate the need to acquire 57 parcels of ROW including one full displacement of a single-family residence and ten partial fee-takes. Additional permanent drainage, temporary construction, and utility easements are also required. The full displacement is a significant risk on any infrastructure improvement project due to the number of details and requirements of the relocation that could result in impacts. Discussing the relocation with the family, selecting a new property location, negotiating fair market value plus impact value, and possible relocation assistance are all part of the delicate displacement and relocation process that present unknown issues and lack of control in the outcomes.

Why the Risk is Critical

Acquiring partial fee-takes, especially during full acquisition and displacement, exposes the Project to several unknowns and associated impacts that can affect the Project's early stages into construction. The displacement process not only involves the acquisition of the property and relocation of the family, but then also involves investigations, testing, and procedures to ensure the property is not encumbered by any existing environmental constraints (e.g., asbestos, lead, soil contamination from USTs), and finally the safe demolition and preparation of the property for use in the Project. This property location is also critical to the design and construction of the westbound Hampton River Bridge widening and reconstruction. Without the acquisition, the proposed bridge improvements, as currently conceptually designed, cannot be finalized through the design process, nor constructed. This ROW acquisition risk critically exposes the Project to multiple impacts that will directly affect the overall outcome, schedule, plan, and potentially budget.

Potential Impacts from the Risk

There are multiple steps to the partial fee-take process, but more specifically, with the full displacement of the single-family residence. Each of these steps can impact the Project at multiple points including:

Schedule Delays: The relocation process can delay construction and the process for the design of the improvements impacting the property. The process can also impact the schedule for acquiring the necessary regulatory permits for the Hampton River Bridge rehabilitation. The scheduling risk can also be contingent on obtaining City permits and the need for possible enforcement of imminent domain by VDOT.

Design Solutions: The current proposed design solution is contingent on the acquisition of this property. Should the acquisition process not be successful, a new design would be required, unless imminent domain is utilized as a last resort. The failure of the negotiation process, or use of imminent domain, will not be realized until well into the final design process. The restart of design along with a new design solution would impact completed, in-progress, and future Project components.

Construction Staging and Operations: The property location is critical to the widening and rehabilitation of the westbound Hampton River Bridge. Specifically, the current plan calls for new bridge foundation and substructure in the location of the property's driveway, along with the bridge widening overhang significantly encroaching over the property. Without the acquisition of the property, construction access will not be available, foundations cannot be constructed, and the constructability of setting of associated superstructure units may not be possible.

Regulatory Permitting Impacts: The Hampton River Bridge improvements will require regulatory permits to be secured prior to construction, which are contingent on the alignment and geometry of the proposed improvements, specifically in identifying and quantifying new in-water foundations and substructure units, along with their disturbances and impacts to regulated areas. Failure to acquire this full displacement and the other partial fee-takes associated with bridge reconstruction will require redesign of the bridge alignment and geometry, and a reassessment of regulatory impacts. Depending on when this occurs in the permitting process, the redesign may require revisions to the permit documents, delay approvals, or require a modification to the approved permit.

HRXP's Mitigation Strategies

Modifying the Alignment/Other Design

Optimizations: The first mitigation strategy analyzed would be possible alternative alignment and bridge

reconstruction solutions to avoid the full displacement of the single-family residence. A potential alternative bridge reconstruction solution would be holding the outside, existing northerly limits of the existing westbound Hampton River Bridge and moving the widening to the inside of the bridge, closer to the eastbound structure.

Other strategies can include moving the proposed substructure and foundation out of the driveway, where it is currently planned, then investigating a partial fee-take to account for the widened bridge overhang. The investigation would include review of City zoning and planning requirements for minimum required lot sizes.

Proactive Coordination: If the full-displacement could not be eliminated via redesign, to ensure that the ROW acquisition, relocation of the single-family residence, and the relocation/adjustment of utilities are not a risk to the schedule, we will be proactive on addressing these two areas and will determine the engineering necessary to advance the design. As a first step, we will integrate these items into the overall project schedule to establish the critical path. The ROW requirements will be shown in groups of parcels needed to open specific areas for utility relocation construction and early roadway construction items. Our focus will be on the longest lead time items which are the acquisitions and relocation of families and businesses at the western end of the Hampton River crossing. As the family home is a total acquisition, we would process an early plan submission to obtain ROW approval to advance the acquisition. Additional ROW plan submissions would be prepared based on constructability and construction staging needs. We will maintain regular communication with property owners on design and construction development. Our dedicated ROW Acquisition Expert, Bowman, will facilitate this proactive coordination along with the preparation of the required acquisition documents.

Sequencing: The sections would be linked to coordination with construction operations, construction staging or utility relocations work segments. This sequencing would include segments such as the other bridge crossings where there are only a couple of parcels to acquire to allow that work. Our team's planning for the ROW activities and by using our resources will make this an area of work controlled for the best result.

Scheduling Strategies: As early as the RFP phase, and continuing through the design phase, we will explore schedule strategies to mitigate the risk by looking into opportunities to prioritize early works in other areas to allocate more time for the acquisition process if possible. The baseline schedule will include ROW activities with realistic durations based on the type of acquisition and our experience. We will conduct early one-on-one meetings with property owners upon NTP to ensure that all needs are accommodated as efficiently as possible in our design and construction solutions.

Role of VDOT and Other Agencies

Early coordination between VDOT and each of the property owners with partial fee-takes, and especially full displacement, will be key in the design decision making process and the evaluation of the risk associated with the full displacement acquisition. **HRXP** will lead coordination efforts and will work with VDOT and the property owners collaboratively during the acquisition process based on the early discussions had by VDOT with the property owners, while keeping VDOT involved in the taking process.

PROVEN SUCCESS



On HRBT, the team's goal was to eliminate all impacts to the ROW and private properties. As a result of a year of planning and an enhanced horizontal alignment, which combined roadway widening with sound wall construction, major construction impacts were limited to one side of the widening. This approach resolved and avoided 99% of the ROW conflicts, eliminated ROW acquisitions, accelerated the permitting process, reduced the number of long-term traffic shifts needed to perform work, which increased mobility through the corridor, and enhanced the public's perception of the project.

2 Regulatory Permitting

Risk Identification

On any large transportation project, regulatory permitting is generally one of the highest risks, and largest unknowns, especially on projects like HREL4C that involve multiple sensitive receptors including protected waters, historic features, or open spaces. The Project will require securing multiple regulatory permits, with the majority required for the Hampton River Bridge improvements, due to its unavoidable impacts to both tidal and non-tidal streams and wetlands. The Hampton River is a tidal and navigable waterway which triggers additional permitting requirements for temporary and permanent in-water work and disturbances. Securing these permits, and the potential requirements of the permits proper, present multiple risks including schedule delays, scope changes, constructability, construction staging and operation impacts, risks associated with external stakeholder input, and potential design risks. There is also a risk of the delay in the approval of proposed construction means and methods or permit documents.

Construction of new bridge foundations and substructures will create unavoidable permanent disturbances. Pile driving activities will result in sea bottom disturbance as well as acoustic disturbances to marine wildlife. Temporary disturbances are expected to include moorings for work barges and

other construction watercraft. Channel dredging of the Hampton River for watercraft and material transport to and from the work site may also be required. This would increase regulatory disturbances and would require additional permits, entail requirements that are conditional to the permit approvals, or necessitate the construction of potential physical mitigation improvements.

Temporary permits and temporary in-water impacts are also expected for the upfront marine geotechnical exploration program which will be performed to determine bridge foundation requirements. Total physical disturbance area and new impervious area resulting from widening of the bridge, and I-64 proper, will present the need for stormwater management provisions along the corridor. The following temporary/permanent activities/anticipated with bridge reconstruction carry multiple risks that could impact the Project such as:

- 1. Dredging:** Dredging may be required for vessel access and staging from the downstream side of the Project area (from the Route 60 Bridge upstream to the I-64 Bridge). Based on USACE navigation surveys, the navigation channel is maintained to -12 ft Mean Lower Low Water and terminates at the Route 60 Bridge. We anticipate conducting a bathymetric survey as early as possible to determine the water depths in the access areas and Project area. The survey data will be used to determine if dredging is required and to determine the volume of material to be removed. Any dredging required for access is considered new work dredging by the regulatory agencies and will require mitigation for bottom impacts. A benthic community assessment is needed to determine habitat value for mitigation. A sediment characterization (physical and chemical testing) will also be required to determine management/disposal options for the dredged material. The supplemental studies, dredged material management planning, mitigation planning, and permitting related to the dredging will impact cost and schedule.
- 2. Pile Driving, Marine Mammals, and Fish:** If marine mammals (primarily dolphins) are seasonally present in the river, an Incidental Harassment Authorization (IHA) application may be required. The NOAA Office of Protected Species in Silver Spring determines the need for an IHA based on the marine mammals expected to be present in the Project area; the type, size, and quantity of piles to be driven; the pile driving method; and duration of pile driving. An IHA application can take 9-12 months for approval and issuance. **On the HRBT Expansion and Parallel Thimble Shoal Tunnel projects, bubble curtains were utilized to successfully minimize underwater sound impacts to both marine mammals and fish during pile driving activities.**

3. **Time-of-Year-Restrictions (TOYR) for Anadromous Fish:** The TOYR for anadromous fish migration and spawning is February 15 through June 30. In the James River and tributaries below the Route 17 crossing, no TOYR is necessary unless the project spans the width of the river/tributary and significantly impedes fish passage. The Hampton River is narrow in the vicinity of the Project, and the bridge construction activities are likely to occupy the width of the river.
4. **Submerged Aquatic Vegetation (SAV):** It will be necessary to confirm that SAV is not present in the area or adjacent areas. If SAV is present, a mitigation plan will be required for any SAV removed for construction activities (e.g., dredging access areas, staging areas, installation of bridge piles/trestles). Turbidity during dredging or construction will need to be monitored to confirm minimal sedimentation on adjacent SAV beds.
5. **Availability of Nutrient and Mitigation Credits:** There are several planned and ongoing projects in the Hampton Roads region. The availability of nutrient and mitigation credits (and mitigation options) for the James River and Lower James River watershed may be limited. Mitigation needs should be assessed early to allow sufficient time to identify options. Permits will not be issued until mitigation requirements are satisfied.
6. **Geotechnical Borings:** A Nationwide Permit #6 will be required for in-water geotechnical borings. This permit will require 60 to 90 days for issuance.
7. **Unexploded Ordinance (UXO):** The presence of UXO within the Project limits, and possibly along the marine construction watercraft routes is a potential hazard. The presence of UXO is a result of the naval activity within the region.

The Hampton River Bridge improvements will require Federal and state regulatory construction permits and other municipal or county approvals. We anticipate Federal agency permits from the USACE Regulatory Branch, USFWS, NOAA Fisheries, USEPA, and USCG (bridge permit, of which the Project may be exempt). Commonwealth Agency permits are anticipated from VDEQ, VMRC, and VDHR.

Why the Risk is Critical

The process of working with multiple permitting agencies can result in an increased opportunity for additions or modifications to the environmental commitments included in the NEPA documents. There is potential for significant cost increases to permit and/or mitigation, as well as Project delays due to the application review and re-submission periods. Additionally, because this Project includes a major water crossing, most of the new disturbances will be

in the vicinity of wetlands protected areas, requiring permits before the start of any construction. USACE, VDEQ, and VMRC will each require separate public notices as part of their permitting process.

Potential Impacts from the Risk

Scope Changes: During the permitting process, there is always a strong possibility that agencies will introduce significant new impacts to the scope. These impacts originate from the required coordination with reviewing agencies or the extent of impacts to natural resources identified within the Project corridor in the NEPA documentation, as well as resources not identified in the NEPA documentation.

Schedule Delays: Schedule delays can occur during design or construction because of factors related to the regulatory permitting process. Schedule delays during the design phase, and subsequent delays to the start of construction, can result from one or a combination of the following causes:

- ◆ An extended process could occur due to multiple document comments and revision submissions, an extended public comment period, a significant number of public comments, regulatory agency coordination, and local stakeholder input requirements.
- ◆ Major design rework can be required as a direct result of regulatory agency non-approval or comments (e.g., an exceedance of permanent sea-bottom disturbances resulting from combined channel dredging and pile driving). Major design rework may also be necessary to address public comments received during the application public comment period, or local special-interest stakeholders' comments related to disturbances to parks, recreational marinas, or local habitat. Rework delays the design schedule which may impact the schedule's critical path.
- ◆ Permanent disturbances required to be mitigated as part of the permit approval, or other permit approval conditions, such as monitoring of marine wildlife within the Project limits during high-impact construction operations can add time to the schedule, impact critical path construction, and require additional resources. Time of year restrictions also often result in in-water work being on the critical path or split into multiple seasons.

Construction Operations/Constructability/

Staging Impacts: Construction impacts can be realized during the permit application process, design process, or construction execution. The vetting of the regulatory permitting process, including permit approval, often yields comments or requirements that can limit disturbance areas/types, and/or implement time restrictions. Additionally, certain construction equipment may be prohibited, or required, as a condition of the permit. For example, pile driving may

be limited to drilling rather than impact hammer, or sound dampening requirements for limiting aquatic acoustical impacts. These limitations on disturbances and equipment can impact how the bridge construction is staged and where equipment and materials can be placed, stored, or laid. For instance, prohibition or limitation on in-water barges impacts the means, methods, and schedule for foundation construction and potentially superstructure beam lifts. Time of year restrictions can often result in in-water work being on the critical path or being split into multiple seasons (e.g., start in spring, skip summer, resume in fall), and also require additional considerations for weather, especially with in-water work and more critically, in-progress marine works that require temporary considerations or modifications for weather (e.g., foundation caisson top elevation for hurricane water elevations and wave actions).

Temporary and Permanent Design Impacts:

Potential regulatory requirements will be considered early in the design process, including during pre-bid design. However, design impacts due to the regulatory permitting process can occur at any point during the permitting process until permits are secured. This includes design revisions that delay the design and construction schedule, change established geometry, material, location, or quantity for temporary or permanent conditions, or result in a change to construction staging or operations. Examples include changes to bridge foundation types, changes to bridge foundation numbers or locations, and restrictions on dredging depths and limits that could restrict barge operations for equipment and material transport along the river to the Hampton River Bridge.

HRXP's Mitigation Strategies

Mitigation strategies to control, reduce, or eliminate the risks associated with permitting include early identification of permits, analysis and optimization of temporary and permanent disturbances, and proactive coordination with permitting agencies. Early evaluation of construction operations, equipment, temporary work needs, and construction staging will also be necessary.

HRXP's design and construction team members, including DM Mike Kling and CM David Barrier, bring recent experience securing the same permits from the same agencies required on HREL4C and on other projects within the Hampton area including the HRBT Expansion and the Parallel Thimble Shoal Tunnel. Our team also includes the same environmental firm, EA, that performed regulatory permitting services on the aforementioned projects along with the Elizabeth River Midtown Tunnel Expansion project for VDOT, also located in the Hampton Roads region. Environmental Manager, Peggy Derrick, has in-depth knowledge of the regulatory permitting requirements and advanced permitting work performed on the HRBT Expansion.



Peggy and the team's efforts subsequently allowed HRBT construction to begin earlier than anticipated. Peggy also led regulatory permitting efforts on the Parallel Thimble Shoal Tunnel which required similar permits as HRBT and anticipated for HREL4C, including a USACE Joint Permit Application. The continuity of our team members, along with lessons learned from the HRBT Expansion, will assist with identifying, understanding, and controlling permitting risks. The continuity between projects and key staff carries relationships established with regulators that were formed during the previous projects' permitting efforts. These relationships will help us secure permits in a timely manner and reduce delays/issues. Additional mitigation strategies include:

Exploring design innovations or alternate means and methods (e.g., longer spans, top-down construction) to minimize in-water work and associated impacts to streamline the approval process during the RFP phase

Identifying all permits during the RFP phase and developing a realistic schedule that includes appropriate permit preparation and review times for each required permit and agency

Leveraging our team's proven success securing environmental permits in a timely manner on the HRBT Expansion project

Monitoring the progress of the permitting process on a weekly basis during weekly progress meetings

Engaging in early discussions with regulatory agencies to capture a complete understanding of their expectations

Analyzing options for combining multiple agency permits and reviews into a joint permit application, and joint public notices and meetings

Developing an Environmental Compliance Matrix to include all environmental commitments for the Project and strategies for avoiding/minimizing impacts to environmental resources; establish a program for monitoring, reporting, and tracking the environmental schedule and milestones

Proactively identifying the availability of nutrient and mitigation credits as soon as the RFP phase

PROVEN SUCCESS



On HRBT, the team successfully submitted and met Section 408 concurrence from the USACE to allow for marine and landside geotechnical borings in just three months and received approval to start work in just six months. Within the first 18 months, the team obtained necessary permits to start major marine activities, and successfully implemented sensitive species monitoring plans within the first 30 days to allow critical path work to proceed on schedule. The team's successful permitting coordination efforts resulted in starting construction two months ahead of schedule.

Role of VDOT and Other Agencies

HRXP will continue VDOT's ongoing coordination with regulatory agencies and permitting stakeholders and take the lead on coordinating and securing permits upon Project Award. We will look for VDOT to support our team in coordinating and communicating with regulatory agencies. VDOT's assistance with arranging meetings, determining permit application status, and providing early and open feedback from the agencies will also aid in minimizing schedule delays and redesigns. In addition, the early coordination between VDOT and the regulators performed prior to and during Project procurement, specifically the continuity of relationships, previous discussions, and action items, will be integral to securing the necessary permits. Early discussions and coordination will aid in our understanding of regulator concerns, specifically with respect to in-water impacts resulting from the Hampton River Bridge rehabilitation. A significant benefit of our team is that the same contractors have worked with VDOT and with the same agencies on the HRBT Expansion project to address similar challenges. We know the regulators' roles and how we fit into the process. HRXP will build on these established working relationships by communicating early and often to make proactive critical decisions.

3 Utilities (Relocations, Coordination, Acceptance)

Risk Identification

Utility facilities located within the Project boundary include power, telephone, gas, cable TV, independent telecommunication lines, and water and sanitary sewer facilities. Two utilities that will impact the approach and execution of the Hampton River Bridge reconstruction are the existing Dominion Energy aerial transmission line and existing communication conduits. The Dominion Energy line crosses I-64 at South Boxwood Street then runs parallel along the south side of I-64 eastbound to North King Street. The existing communication conduits are a series of three conduits hung from the existing eastbound bridge deck or superstructure. These utilities are likely encumbered with several considerations and requirements, such as minimum clearances to permanent features, temporary clearances, restricted or prohibited outages, relocation requirements, and easement restrictions. These considerations can impact the Project throughout multiple stages.

Why the Risk is Critical

The risks associated with the Dominion Energy transmission line and communication conduits can result in several impacts that could control the design and/or construction of the proposed eastbound

Hampton River Bridge replacement, the design and/or construction of the South Boxwood Street Bridge replacement, and construction staging and operations for the I-64 eastbound widening between South King Street and South Boxwood Street. Similar to the ROW and regulatory permitting risks, it is difficult to identify or quantify the amount, time, severity, or duration of the potential impacts, due to the extensive involvement of third parties.

Potential Impacts from the Risk

Potential impacts include design and/or construction schedule delays, along with impacts to construction staging and means and methods such as low height cranes, boom swing constraints, and material laydown constraints. Permanent improvement design impacts include bridge girder depth or widening width modifications in consideration of the transmission lines, which could be critical to the Project. Extended submittal review durations could delay design approvals, access to the site, the procurement of long-lead items, and even redesign. The document submission process, including identifying responsible reviewers and the review duration, should be properly defined in the Utility Agreements and accounted for in the schedule. Design and construction delays can also occur as a result of utility providers' limited resources. Utility owners will often prioritize their internal resource efforts based on other third party or customer needs. For example, utility owners often prioritize their resources and needs for winter and summer storm damage over the needs of a construction project. Limitations in utility provider resources can also delay other critical components in the utility relocation process such as easement acquisition, and specialized construction activities such as cable splicing. Coordination among multiple users can result in a linear construction window requiring facilities to be relocated in a sequence (e.g., power lines placed on poles prior to telephone or cable TV lines, thus delaying the schedule further.) Additionally, the discovery of unknown/unforeseen utilities not shown in the reference documents can result in significant design and construction impacts that have domino effects.

HRXP's Mitigation Strategies

Early identification, location, and communication with the utility providers will be critical in determining temporary and permanent relocation and construction requirements. For the Dominion Energy aerial transmission lines, in addition to early coordination and proactive communication to identify their design, relocation, and construction requirements, we will also investigate alternative horizontal roadway alignments for I-64 within the limits of the aerial transmission line, specifically focusing on the alignment for the Hampton River Bridge. We will analyze construction staging, construction operations, and innovative bridge designs

and construction techniques that would potentially minimize or eliminate temporary impacts. Additional mitigation measures include:

◆ **Design Optimizations and Scheduling Strategies:**

We will evaluate different alignments, bridge types, and span arrangements that will meet the Project requirements and will look to reduce the number of utility relocations. The required relocations will be segmented based on the Project requirements and the utility companies' criteria. These items will be factored into the master schedule and ROW acquisition timing. Our work plans and baseline schedule will incorporate third party requirements and constraints, submission and review periods, delivery times, and third party field crew availability. The schedule will include both design and construction related activities that impact any utility. This will be especially important for long-lead relocations such as the Dominion Energy powerlines to reduce the risk of delays that could impact the critical path. We will continue interacting with utility owners by providing them with the latest design information and communicating regarding design planning and construction.

◆ **Early Utility Investigation and Relocation**

RFC Packages: Performing Level D and C SUE immediately at Contract execution, design kickoff, or during the RFP phase, can lead to the identification of additional utilities which can be further verified through Level B and A SUE during design development. Preparing and executing advanced utility relocation RFC packages before intensive construction work begins will allow utilities to be relocated during the early stages of construction to avoid unexpected conflicts once construction operations are underway.

◆ **Utility Coordination Manager:** We will assign a full-time Utility Coordination Manager and support team to ensure that effective management, collaboration, and information sharing takes place between all parties, including the design and construction teams, VDOT, and utility owners. The Utility Coordination Manager will lead the coordination of utilities, engaging utility owners as required to negotiate and finalize work agreements, and coordinating throughout design and construction until the construction of all utilities is complete.

◆ **Workshops:** With concurrence from VDOT representatives, workshops will be scheduled to present utility owners with a design plan and schedule, allowing for their feedback to be incorporated into design packages, ensuring expectations are understood, and addressing the design packages in advance of submitting for approval. We propose holding a kickoff meeting with each third party to identify key personnel and

the required submittals.

◆ **Proactive Utility Owner Engagement:** We will invite a utility representative from each utility provider to attend weekly progress team meetings, and to be available for coordination with our field staff. **HRXP** will identify utility conflicts as early as possible. If conflicts are identified, we will work with the utility owner and VDOT to develop a strategy to avoid disturbing the utility, to protect it, or relocate it. Comments received from third parties on the design will be formally recorded in writing. A written response will be provided for each corresponding comment and to confirm final resolution.

Role of VDOT and Other Agencies

The early coordination between VDOT and each of the utility providers will be critical in the identification and relocation process, especially with Dominion Energy. We will proactively engage and coordinate to understand Dominion Energy's requirements and concerns regarding the aerial electrical transmission line, such that we can make early critical decisions regarding strategies, needs, in-depth risk evaluation, and solutions, to not only minimize or avoid impacts to the transmission line, but to also potentially develop an innovative solution to the Hampton River Bridge replacement that could be beneficial to the Project. To introduce key utility owner contacts and provide existing facilities information to the teams, it would be beneficial for VDOT to facilitate meetings with the appropriate utility providers during the RFP phase. We anticipate that the initial framework for utility relocation agreements will be developed between VDOT and utility providers prior to Contract Award. Draft agreement language will be beneficial in understanding utility provider requirements or constraints for the Project, as well as potential utility commitments made by VDOT. Upon Contract Award, our team will take the lead in developing final utility relocation schemes and finalizing relocation agreements. We will work collaboratively and proactively with VDOT and utility providers to facilitate the execution of the final agreements. Our experience has taught us that there could be significant value in VDOT continuing negotiations and coordination with critical utilities throughout the RFP phase and updating the proposer teams via addendum to streamline activities upon Contract execution.

PROVEN SUCCESS

On HRBT, the critical path work required the early coordination of utilities. Some utilities including the permanent Dominion power feed to the new tunnel and temporary feed for the TBM required up to 24 months of planning and relocations. By understanding the long-lead times and working closely with Dominion Energy, the team was able to start the relocation and upgrade of the existing Dominion power facilities immediately after project award, thus reducing schedule risks.

APPENDIX A

3.2.4 Evidence of Joint Venture Approval

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Webpage: <http://www.viriniadot.org/business/const/prequal.asp>

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From: **VDOT-Prequalification, rr** <prequalification@vdot.virginia.gov>

Date: Tue, Jun 29, 2021 at 8:24 AM

Subject: Your assigned Joint Venture is JV102

To: <fgonzaleza@dragados-usa.com>, <CHRISTIAN.TRICORE@vinci-construction.com>, <kpowell@flatironcorp.com>, Hernandez, Juan <jandresh@dragados-usa.com>, Mandy Nicholas <amanda.nicholas@vdot.virginia.gov>, Harold Caples <harold.caples@vdot.virginia.gov>

DRAGADOS USA, INC
VINCI CONSTRUCTION GRANDS PROJETS
FLATIRON CONSTRUCTIORS, INC.
DODIN CAMPENON BERNARD SAS

Thank-you for submitting the Joint Venture Agreement for **HAMPTON ROADS EXPRESS PARTNERS** to the Prequalification Office.

We have processed the paperwork to assign a JV number.
This Joint Venture is assigned the # **JV102**

Please feel free to contact me if there are any concerns.

Thank-you,
Kris Pyers
Prequalification Coordinator

Prequalification Office

Construction Division
Virginia Department of Transportation
1401 E. Broad Street, 12th Floor
Richmond, VA 23219



Kris Pyers, Coordinator: (804) 786-2938
Mandy Nicholas, Supervisor: (804) 371-2009

APPENDIX B

3.2.6 Affiliated and Subsidiary Companies

ATTACHMENT 3.2.6

State Project No. 0064-114-xxx, Contract ID C00117841DB11

Affiliated and Subsidiary Companies of the Offeror

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

The Offeror does not have any affiliated or subsidiary companies.

Affiliated and/ or subsidiary companies of the Offeror are listed below.

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Ultimate Parent	ACS Actividades de Construcción y Servicios, S.A.	Avenida de Pío XII, 102, 28036 Madrid, Spain
Direct Parent	Dragados, S.A.	Avenida del Camino de Santiago 50, 28050 Madrid, Spain
Subsidiary	Flatiron/Dragados LLC	500 North Shoreline Boulevard, Suite 500, Corpus Christi, Texas 78401
Affiliate	Blue Clean Water LLC	150 Meadowlands Parkway, 2nd Floor, Secaucus, NJ 07094
Affiliate	Drace Infraestructuras, S.A.	Avenida del Camino de Santiago 50, 28050 Madrid, Spain
Affiliate	Drace Infraestructures USA LLC	810 Seventh Ave., 9th Floor, New York, NY 10019
Affiliate	Dragados Canada, Inc.	150 King Street West, Suite 2103, Toronto, Ontario M5H1J9, Canada
Affiliate	Dragados Construction USA, Inc.	810 Seventh Ave., 9th Floor, New York, NY 10019
Affiliate	Dragados Inversiones USA, S.L.	Avenida del Camino de Santiago 50, 28050 Madrid, Spain
Affiliate	Geocisa USA, Inc.	810 Seventh Ave., 9th Floor, New York, NY 10019
Affiliate	Geotecnia y Cimientos, S.A.	Avenida del Camino de Santiago 50, 28050 Madrid, Spain
Affiliate	gGravity, Inc.	810 Seventh Ave., 9th Floor, New York, NY 10019
Affiliate	J.F. White Contracting Company	10 Burr Street, Framingham, MA 01701

DRAGADOS USA, INC.

1 of 2

B-1

ATTACHMENT 3.2.6

State Project No. 0064-114-xxx, Contract ID C00117841DB11

Affiliated and Subsidiary Companies of the Offeror

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Affiliate	JFW Solar, LLC	10 Burr Street, Framingham, MA 01701
Affiliate	JFWCC Corp.	10 Burr Street, Framingham, MA 01701
Affiliate	John P. Picone, Inc.	31 Garden Lane, Lawrence, NY 11559
Affiliate	JPP Plumbing, LLC	597 Fifth Avenue, Fourth Floor, New York, NY 10017
Affiliate	Lining Precast LLC	P.O. Box 12274, Seattle, WA 98102; 810 Seventh Avenue, Ninth Floor, New York, NY 10019
Affiliate	McNeil Brothers, Inc.	6681 West Allison, Chandler, AZ 85226
Affiliate	Millbrook Riverside, LLC	100 Cambridge Street, Suite 2200, Boston, MA 02114
Affiliate	Newark Real Estate Holdings, Inc.	810 Seventh Ave., 9th Floor, New York, NY 10019
Affiliate	Prince Contracting, LLC	10210 Highland Manor Drive, Suite 110, Tampa, FL 33610
Affiliate	Pulice Construction, Inc.	8660 East Hartford Drive, Suite 305, Scottsdale, AZ 85255
Affiliate	Roadway Electric LLC	8660 East Hartford Drive, Suite 305, Scottsdale, AZ 85255
Affiliate	Schiavone Construction Co. LLC	150 Meadowlands Parkway, 2nd Floor, Secaucus, NJ 07094
Affiliate	Sussex Realty LLC	31 Garden Lane, Lawrence, NY 11559
Affiliate	Tecsa Empresa Constructora, S.A.	Avenida Madariaga One – Fourth Floor, 48014 Bilbao, Spain
Affiliate	VIAS USA, Inc.	810 Seventh Ave., 9th Floor, New York, NY 10019
Affiliate	VIAS y Construcciones, S.A.	Avenida del Camino de Santiago 50, 28050 Madrid, Spain
Affiliate	White Equipment Leasing Corp.	10 Burr Street, Framingham, MA 01701

ATTACHMENT 3.2.6

State Project No. 0064-114-xxx, Contract ID C00117841DB11

Affiliated and Subsidiary Companies of the Offeror

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

The Offeror does not have any affiliated or subsidiary companies.

Affiliated and/ or subsidiary companies of the Offeror are listed below.

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Ultimate Parent Company	VINCI S.A	1 cours Ferdinand de Lesseps 92500 Rueil-Malmaison - France
Parent Company	VINCI Construction	5 cours Ferdinand de Lesseps 92500 Rueil-Malmaison - France
Direct Parent Company	VINCI Construction Major Projects	5 cours Ferdinand de Lesseps 92500 Rueil-Malmaison France
Active Subsidiary having joint officers with VINCI Construction Grands Projets	VINCI Construction Grands Projets HELLAS SA	61-63, Evelpidon street P.C. 11362 ATHENS GREECE
Active Subsidiary having joint officers with VINCI Construction Grands Projets	JANIN ATLAS Inc.	8200 Boul. Décarie, Suite 200, Montréal, QC, H4P 2P5
Active Subsidiary having joint officers with VINCI Construction Grands Projets	VINCI Construction Grands Projets CANADA Inc.	333 Bay street-Suite 3400, Toronto, ON M5H 2S7, Canada

For information, a complete list of all VINCI Group 's entities worldwide is available on VINCI's website here:

<https://www.vinci.com/vinci.nsf/en/investors-composition-group.htm> “

ATTACHMENT 3.2.6

State Project No. 0064-114-xxx, Contract ID C00117841DB11

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
Affiliate	Flatiron Construction Corp.	385 Interlocken Cres., Suite 900, Broomfield, Colorado 80021
Affiliate	Flatiron Turner Construction of NY, LLC	375 Hudson Street, 6th Floor, New York, NY 10014
Affiliate	E.E. Cruz & Company, Inc.	16-16 Whitestone Expressway, 5th FL, Whitestone, New York 11357
Subsidiary	Flatiron West, Inc.	385 Interlocken Cres., Suite 900, Broomfield, Colorado 80021
Subsidiary	FECO Equipment LLC	385 Interlocken Cres., Suite 900, Broomfield, Colorado 80021
Subsidiary	Flatiron Constructors Canada Limited	4020 Viking Way, Suite 210, Richmond, BC V6V 2N2
Subsidiary	Flatiron Equipment Company Canada Limited	5720 4 Street S.E., Calgary, AB T2H 1K7
Affiliate	Flatiron Beaver, LLC	385 Interlocken Cres., Suite 900, Broomfield, Colorado 80021
Affiliate	Flatiron/AECOM, LLC	7852 South Elati Street, Littleton, CO 80120
Affiliate	Flatiron/Dragados LLC	500 North Shoreline Boulevard, Suite 500, Corpus Christi, Texas 78401

ATTACHMENT 3.2.6

State Project No. 0064-114-xxx, Contract ID C00117841DB11

Affiliated and Subsidiary Companies of the Offeror

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

The Offeror does not have any affiliated or subsidiary companies.

Affiliated and/ or subsidiary companies of the Offeror are listed below.

Relationship with Offeror (Affiliate or Subsidiary)	Full Legal Name	Address
Subsidiary	Dodin Reunion	11 Rue Verlaine, 97420 Le Port, France
Subsidiary	Conception D'automates De Pilotage (Cap)	9 Rue Ernest Flammarion, Zac Du Petit Leroy, 94550 Chevilly, France
Subsidiary	Dodin Canada Inc.	333 Bay Street – Suite 3400 – M5h 2s7 Toronto (Ontario) Canada
Subsidiary	Campenon Bernard Ingenierie	20 Chemin De La Flambergere, 31300 Toulouse, France
Subsidiary	Gestion Dodin Campenon Bernard Inc.	8200 Boulevard Decarie – Suite 200 – H4p 2p5 Montreal (Quebec) Canada

Dodin Campenon Bernard

APPENDIX C

3.2.7(a) Primary Tier Debarment Forms

ATTACHMENT 3.2.7(a)

CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS

Project No.: 0064-114-xxx

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.

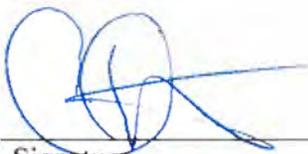
b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under 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

June 29, 2021
Date

Executive Vice President
Title

Dragados USA, Inc.
Name of Firm

ATTACHMENT 3.2.7(a)

CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS

Project No.: 0064-114-xxx

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

June 17, 2021
Date

Director for North America
Title

VINCI Construction Grands Projets

Name of Firm

ATTACHMENT 3.2.7(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

Project No.: 0064-114-xxx

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

6/22/2021

Date

Senior Vice President, Operations

Title

Flatiron Constructors, Inc.

Name of Firm

ATTACHMENT 3.2.7(a)

CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS

Project No.: 0064-114-xxx

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

June 23, 2021
Date

North America Representative
Title

Dodin Campenon Bernard SAS

Name of Firm

APPENDIX D

3.2.7(b) Lower Tier Debarment Forms

ATTACHMENT 3.2.7(b)

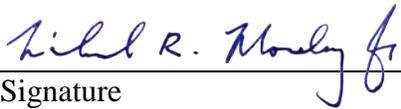
CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0064-114-xxx

- 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	6/4/2021 _____ Date	Sector Manager _____ Title
--	---------------------------	----------------------------------

Atkins North America, Inc.

Name of Firm

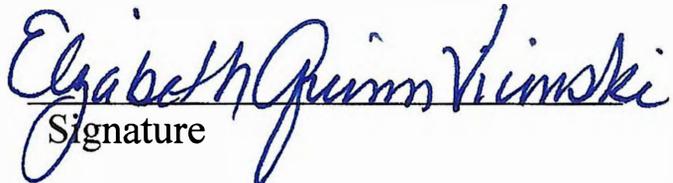
ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0064-114-xxx

- 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.

	6/29/2021	President
Signature	Date	Title

Quinn Consulting Services, Inc.
Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0064-114-xxx

- 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.

Peggy Derrick

Signature	Date	Title
Peggy Derrick	7 June 2021	Vice President

EA Engineering, Science, and Technology, Inc., PBC

Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0064-114-xxx

- 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.

Ronald K. Van Cleve Jr.

June 3, 2021

Principal, Sr. Project Manager, Right of Way

Signature

Date

Title

Bowman Consulting Group LTD

Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0064-114-xxx

- 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.

Francis E. Mroz

	<u>June 7, 2021</u>	<u>Attorney At Law / Counsel</u>
Signature	Date	Title

Mobility Title LLC
Name of Firm

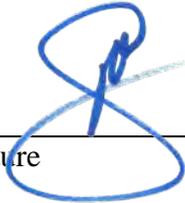
ATTACHMENT 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-114-xxx

- 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

June 3, 2021

Date

Managing Partner/Review Appraiser

Title

APPRAISAL REVIEW SPECIALISTS, LLC.

Name of Firm

ATTACHMENT 3.2.7(b)

**CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS**

Project No.: 0064-114-xxx

- 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

6-8-2021

Date

Principal Engineer / Senior Project Manager

Title

S&ME, Inc.

Name of Firm

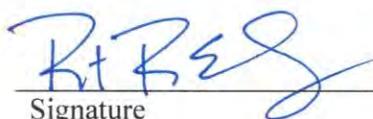
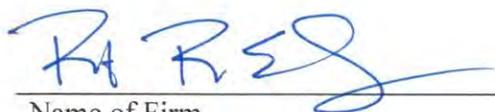
ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0064-114-xxx

- 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	<u>6/4/2021</u> _____ Date	<u>President</u> _____ Title
 _____ Name of Firm		

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project No.: 0064-114-xxx

- 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 Jon W. Ebbert, P.E. 6/21/21 Date Vice President Title

McCallum Testing Laboratories
Name of Firm

APPENDIX E

3.2.8 VDOT Prequalification Certificate



**Department's List of Prequalified Vendors
Includes All Qualified Levels As Of 6/16/2021**

- D -

Vendor ID: D1145
Vendor Name: DRAGADOS USA, INC.
Prequal Level: Prequalified (Probationary)
Prequal Exp: 04/30/2022

-- PREQ Address --

810 7TH AVENUE 9TH FL
NEW YORK, NY 10019
Phone: (212)779-0900
Fax: (212)542-5747

Work Classes (Listed But Not Limited To)

- 003 - MAJOR STRUCTURES
- 019 - ERECT FABRICATED STRUCTURAL MATERIAL
- 032 - RAILROAD CONSTRUCTION / REPAIR
- 043 - TUNNELING
- 054 - MARINE CONSTRUCTION
- 058 - DRILLING AND BLASTING

Bus. Contact: HERNANDEZ, JUAN
Email: JANDRESH@DRAGADOS-USA.COM

-- DBE Information --

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



Vendor ID: V1490
Vendor Name: VINCI CONSTRUCTION GRANDS PROJETS, INC. USED IN VA BY:
Prequal Level: Prequalified (Probationary)
Prequal Exp: 10/31/2021

-- PREQ Address --

2331 MILL ROAD, SUITE 125
ALEXANDRIA, VA 22314
Phone: (502)529-2893
Fax:

Work Classes (Listed But Not Limited To)

- 002 - GRADING
- 003 - MAJOR STRUCTURES
- 007 - MINOR STRUCTURES
- 019 - ERECT FABRICATED STRUCTURAL MATERIAL
- 045 - UNDERGROUND UTILITIES
- 055 - BRIDGE REPAIRS

Bus. Contact: TRICOIRE, CHRISTIAN LAURENT CAMILLE
Email: CHRISTIAN.TRICORE@VINCI-CONSTRUCTION.COM

-- DBE Information --

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

Vendor ID: F319
Vendor Name: FLATIRON CONSTRUCTORS, INC.
Prequal Level: Prequalified
Prequal Exp: 05/31/2022

-- PREQ Address --

385 INTERLOCKEN CRESCENT #900
BROOMFIELD, CO 80504
Phone: (720)494-8095
Fax: (720)494-8095

Work Classes (Listed But Not Limited To)

003 - MAJOR STRUCTURES
054 - MARINE CONSTRUCTION
055 - BRIDGE REPAIRS
101 - EXCAVATING

Bus. Contact: RICE, BILL
Email: BRICE@FLATIRONCORP.COM

-- DBE Information --

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

Vendor ID: D2207

Vendor Name: DODIN CAMPENON BERNARD INC(USEDINVA:DODIN CAMPENON BERNARD)

Prequal Level: Prequalified (Probationary)

Prequal Exp: 04/30/2022

-- PREQ Address --

20 CHEMIN DE LA FLAMBERE BP 3128

TOULOUSE, FRANCE, 31026

Phone: (133)562-7480

Fax:

Work Classes (Listed But Not Limited To)

003 - MAJOR STRUCTURES

019 - ERECT FABRICATED STRUCTURAL MATERIAL

042 - TUNNEL FINISHING

043 - TUNNELING

054 - MARINE CONSTRUCTION

Bus. Contact: HUET, THOMAS

Email: THOMAS.HUET@VINCI-CONSTRUCTION.COM

-- DBE Information --

DBE Type: N/A

DBE Contact: N/A

APPENDIX F

3.2.9 Surety Letter

FEDERAL INSURANCE COMPANY
ZURICH AMERICAN INSURANCE COMPANY
LIBERTY MUTUAL INSURANCE COMPANY
THE CONTINENTAL INSURANCE COMPANY
BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY
NATIONWIDE MUTUAL INSURANCE COMPANY
EULER HERMES NORTH AMERICA INSURANCE COMPANY
TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

June 22, 2021

Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219

Attn: Suril R. Shah, P.E., DBIA, Alternative Project Delivery Division

RE: Request for Qualifications (RFQ)
A Design-Build Project for
I-64 Hampton Roads Express Lanes (HREL) Segment 4C
State Project No.: 0064-114-xxx Federal Project No.: NHPP-064-3(522)
Contract ID Number: C00117841DB111
Estimated Contract Value: \$318.5 million
Surety Prequalification Letter

Dear Mr. Shah:

We understand that "Hampton Roads Express Partners (HRXP)", a joint venture (JV) made up of Dragados USA Inc. VINCI Construction Grands Projets, Flatiron Constructors, Inc., and Dodin Campenon Bernard, plans to submit a Statement of Qualifications (SOQ) to be short-listed for the captioned project. Capitalized terms in this letter not defined herein shall have the definition provided in the captioned RFQ documents. This letter is written in support of the Hampton Roads Express Partners (HRXP) JV as Offeror.

As sureties for the Hampton Roads Express Partners (HRXP) JV, Federal Insurance Company, Zurich American Insurance Company, Liberty Mutual Insurance Company, Berkshire Hathaway Specialty Insurance Company, The Continental Insurance Company, Nationwide Mutual Insurance Company, Euler Hermes North America Insurance Company and Travelers Casualty and Surety Company of America, as co-sureties (the Co-Sureties), have the pleasure of providing surety support for the Hampton Roads Express Partners (HRXP) JV. The Co-Sureties, each of whom are licensed to do business in the Commonwealth of Virginia, have the A.M. Best Financial Strength Ratings and Financial Size Ratings found below next to our names, all of which ratings exceed the minimum required ratings in the RFQ documents. We hereby confirm that the Hampton Roads Express Partners (HRXP) JV is capable of obtaining 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated costs of construction (\$318.5 million, per ITP Section 2.1), and said bonds will cover the Project and any warranty periods as provided for in the Contract Documents on behalf of the Contractor (Hampton Roads Express Partners (HRXP) JV), in the event that such firm be the successful bidder and enter into a contract for this Project. The Co-Sureties have the utmost confidence in the Hampton Roads Express Partners (HRXP) JV's ability to perform construction contracts like this captioned Project and we recommend them to you for every consideration.

As always, surety support is conditioned upon and subject to the completion of our underwriting process, including, but not limited to, our review of and satisfaction with the underlying contract documents, bond forms and financing, and our determination that the proposed bonding arrangement is acceptable to us. This letter is not an assumption of liability or a commitment to issue bonds. It is offered solely a contractor prequalification letter for the Hampton Roads Express Partners (HRXP) JV and is being furnished upon their request. Any arrangement for bonds is strictly a matter between the Hampton Roads Express Partners (HRXP) JV and the undersigned sureties.

Sincerely,

Federal Insurance Company – A.M. Best Rating A++ XV
Zurich American Insurance Company – A.M. Best Rating A+ XV
Liberty Mutual Insurance Company – A.M. Best Rating A XV
The Continental Insurance Company – A.M. Best Rating A XV
Berkshire Hathaway Specialty Insurance Company – A.M. Best Rating A++ XV
Nationwide Mutual Insurance Company – A.M. Best Rating A+ XV
Euler Hermes North America Insurance Company – A.M. Best Rating A+ XV
Travelers Casualty and Surety Company of America – A.M. Best Rating A++ XV

By: 
Michael Marino, Attorney-In-Fact

Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company

Know All by These Presents, That FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, and PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, do each hereby constitute and appoint Ricardo Davila, Will Griffin, Michael Marino and Vivian Santiago of Miami, Florida

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

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY have each executed and attested these presents and affixed their corporate seals on this 4th day of June, 2019.

Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

Stephen M. Haney

Stephen M. Haney, Vice President



STATE OF NEW JERSEY

County of Hunterdon

SS.

On this 4th day of June, 2019, before me, a Notary Public of New Jersey, personally came Dawn M. Chloros, to me known to be Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros, being by me duly sworn, did depose and say that she is Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY and knows the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that she signed said Power of Attorney as Assistant Secretary of said Companies by like authority; and that she is acquainted with Stephen M. Haney, and knows him to be Vice President of said Companies; and that the signature of Stephen M. Haney, subscribed to said Power of Attorney is in the genuine handwriting of Stephen M. Haney, and was thereto subscribed by authority of said Companies and in deponent's presence.

Notarial Seal



ROSE CURTIS
NOTARY PUBLIC OF NEW JERSEY
No. 50072400
Commission Expires November 22, 2022

Rose Curtis
Notary Public

CERTIFICATION

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

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

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

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

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

- (i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect,
(ii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this June 22, 2021



Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

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

FEDERAL INSURANCE COMPANY
STATEMENT OF ASSETS, LIABILITIES AND SURPLUS TO POLICYHOLDERS

Statutory Basis

December 31, 2020

(in thousands)

ASSETS		LIABILITIES AND SURPLUS TO POLICYHOLDERS	
Cash and Short Term Investments	\$ (247,647)	Outstanding Losses and Loss Expenses	\$ 7,823,012
United States Government, State and Municipal Bonds	4,277,332	Reinsurance Payable on Losses and Expenses	1,421,176
Other Bonds	5,455,272	Unearned Premiums	2,145,775
Stocks	567,832	Ceded Reinsurance Premiums Payable	261,276
Other Invested Assets	<u>1,207,053</u>	Other Liabilities	<u>551,641</u>
TOTAL INVESTMENTS	<u>11,259,842</u>	TOTAL LIABILITIES	<u>12,202,880</u>
Investments in Affiliates:		Capital Stock	20,980
Great Northern Ins. Co.	404,889	Paid-in Surplus	2,711,474
Vigilant Ins. Co.	349,615	Unassigned Funds	<u>1,591,718</u>
Chubb Indemnity Ins. Co.	182,191	SURPLUS TO POLICYHOLDERS	<u>4,324,172</u>
Chubb National Ins. Co.	186,189		
Other Affiliates	98,826		
Premiums Receivable	1,634,609		
Other Assets	<u>2,410,891</u>		
TOTAL ADMITTED ASSETS	<u>\$ 16,527,052</u>	TOTAL LIABILITIES AND SURPLUS	<u>\$ 16,527,052</u>

Investments are valued in accordance with requirements of the National Association of Insurance Commissioners. At December 31, 2020, investments with a carrying value of 507,794,700 were deposited with government authorities as required by law

STATE OF PENNSYLVANIA
 COUNTY OF PHILADELPHIA

John Taylor, being duly sworn, says that he is Senior Vice President of Federal Insurance Company and that to the best of his knowledge and belief the foregoing is a true and correct statement of the said Company's financial condition as of the 31 st day of December, 2020.

Sworn before me this April 7, 2021

3FB94DA7736688 Vice President

Diane Wright
 Notary Public

August 8, 2023
 My commission expires

Commonwealth of Pennsylvania - Notary Seal
 Diane Wright, Notary Public
 Philadelphia County
 My commission expires August 8, 2023
 Commission number 1235745



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

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Illinois, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Illinois (herein collectively called the "Companies"), by **Robert D. Murray, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Theresa J Foley, Kevin T. Walsh, Jr., Michael Marino and Andrea E. Gorbett, all of Jericho, New York**, its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

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

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said **ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND**, this 8th day of May, A.D. 2019.



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

By: *Robert D. Murray*
Vice President

By: *Dawn E. Brown*
Secretary

**State of Maryland
County of Baltimore**

On this 8th day of May, A.D. 2019, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **Robert D. Murray, Vice President and Dawn E. Brown, Secretary** of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

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



Constance A. Dunn, Notary Public
My Commission Expires: July 9, 2023

EXTRACT FROM BY-LAWS OF THE COMPANIES

"Article V. Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

CERTIFICATE

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this 22nd day of June, 2021.



Brian M. Hodges

Brian M. Hodges, Vice President

TO REPORT A CLAIM WITH REGARD TO A SURETY BOND, PLEASE SUBMIT A COMPLETE DESCRIPTION OF THE CLAIM INCLUDING THE PRINCIPAL ON THE BOND, THE BOND NUMBER, AND YOUR CONTACT INFORMATION TO:

Zurich Surety Claims
1299 Zurich Way
Schaumburg, IL 60196-1056
www.reportsclaims@zurichna.com
800-626-4577

ZURICH AMERICAN INSURANCE COMPANY
COMPARATIVE BALANCE SHEET
4 WORLD TRADE CENTER, 150 GREENWICH STREET, NEW YORK, NY 10007
As of December 31, 2020 and December 31, 2019

<u>Assets</u>	12/31/2020	12/31/2019
Bonds	\$ 15,696,060,158	\$ 16,780,375,969
Preferred Stock	-	-
Common Stock	2,964,630,407	3,121,559,258
Real Estate	1,294,160,876	1,273,640,596
Other Invested Assets	1,435,120,966	1,185,313,467
Derivatives	178,175	21,358
Short-term Investments	285,002	14,532,665
Receivable for securities	809,339	114,199,089
Cash and cash equivalents	526,473,686	42,548,382
Securities lending reinvested collateral assets	105,614,095	55,769,285
Employee Trust for Deferred Compensation Plan	122,225,149	129,612,266
Total Cash and Invested Assets	\$ 22,145,559,853	\$ 22,717,572,333
Premiums Receivable	\$ 5,318,928,254	\$ 4,775,851,073
Funds Held with Reinsurers	99,875	97,862
Reinsurance Recoverable	1,248,855,148	1,497,744,413
Accrued Investment Income	118,531,136	127,170,427
Federal Income Tax Recoverable	507,200,404	565,755,651
Due from Affiliates	92,277,523	204,233,875
Other Assets	559,476,243	527,556,278
Total Assets	\$ 29,990,928,434	\$ 30,415,981,911
<u>Liabilities and Policyholders' Surplus</u>		
<u>Liabilities:</u>		
Loss and LAE Reserves	\$ 12,295,705,961	\$ 12,626,869,059
Unearned Premium Reserve	3,952,940,831	3,845,794,904
Funds Held with Reinsurers	554,226,440	385,953,985
Loss In Course of Payment	1,351,312,377	1,442,194,686
Commission Reserve	119,930,116	124,215,143
Federal Income Tax Payable	34,772,832	-
Remittances and Items Unallocated	432,727,110	147,106,142
Payable to parent, suba and affiliates	273,601,687	294,896,500
Provision for Reinsurance	175,327,995	110,765,261
Ceded Reinsurance Premiums Payable	1,591,358,027	1,821,418,177
Securities Lending Collateral Liability	105,614,095	55,769,285
Other Liabilities	1,922,304,215	1,887,566,082
Total Liabilities	\$ 22,809,821,689	\$ 22,742,549,225
<u>Policyholders' Surplus:</u>		
Common Capital Stock	\$ 5,000,000	\$ 5,000,000
Paid-In and Contributed Surplus	4,394,131,321	4,394,131,321
Surplus Notes	-	-
Special Surplus Funds	9,672,000	2,910,000
Cumulative Unrealized Gain	192,450,057	118,847,749
Unassigned Surplus	2,579,853,368	3,152,543,616
Total Policyholders' Surplus	\$ 7,181,106,746	\$ 7,673,432,686
Total Liabilities and Policyholders' Surplus	\$ 29,990,928,434	\$ 30,415,981,911

I, LAURA J. LAZARCZYK, Corporate Secretary of ZURICH AMERICAN INSURANCE COMPANY do hereby certify that the foregoing statement is a correct exhibit of the assets and liabilities of the said Company, on the 31st day of December, 2020, according to the best of my information, knowledge and belief.

DocuSigned by:

WZDF8DBW71374BU... Corporate Secretary

State of Illinois }
 County of Cook } SS:

Subscribed and sworn to, before me, a Notary Public of the State of Illinois, in the City of Schaumburg, this 15th day of March, 2021.




 Notary public



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: 8204466 - 985164

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, Andrea E. Gorbert, Kevin T. Walsh, Jr., Michael Marino

all of the city of Jericho state of NY 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 9th day of November, 2020.



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
County of MONTGOMERY

On this 9th day of November, 2020 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.



COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Teresa Pastella, Notary Public
Upper Merion Twp., Montgomery County
My Commission Expires March 26, 2021
Member, Pennsylvania Association of Notaries

By: Teresa Pastella
Teresa Pastella, Notary Public

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

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

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

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

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

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

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

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 22nd day of June, 2021.



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.



LIBERTY MUTUAL INSURANCE COMPANY
FINANCIAL STATEMENT — DECEMBER 31, 2020

Assets	Liabilities
Cash and Bank Deposits	Unearned Premiums
\$2,058,007,542	\$8,448,706,991
*Bonds — U.S Government	Reserve for Claims and Claims Expense.....
2,209,760,437	23,879,216,613
*Other Bonds	Funds Held Under Reinsurance Treaties
15,902,755,586	343,068,613
*Stocks	Reserve for Dividends to Policyholders.....
18,517,107,230	1,192,716
Real Estate	Additional Statutory Reserve
193,169,809	77,397,000
Agents' Balances or Uncollected Premiums.....	Reserve for Commissions, Taxes and
6,970,170,469	Other Liabilities
Accrued Interest and Rents	6,279,510,804
118,399,147	Total
Other Admitted Assets.....	\$39,029,092,737
12,079,597,645	Special Surplus Funds
	\$178,155,102
	Capital Stock
	10,000,075
	Paid in Surplus
	10,945,045,214
	Unassigned Surplus
	7,886,674,737
Total Admitted Assets.....	Surplus to Policyholders
<u>\$58,048,967,865</u>	19,019,875,128
	Total Liabilities and Surplus
	<u>\$58,048,967,865</u>



* Bonds are stated at amortized or investment value; Stocks at Association Market Values.
The foregoing financial information is taken from Liberty Mutual Insurance Company's financial statement filed with the state of Massachusetts Department of Insurance.

I, TIM MIKOLAJEWSKI, Assistant Secretary of Liberty Mutual Insurance Company, do hereby certify that the foregoing is a true, and correct statement of the Assets and Liabilities of said Corporation, as of December 31, 2020, to the best of my knowledge and belief.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Corporation at Seattle, Washington, this 25th day of March, 2021.

TAMIKOLAJEWSKI

Assistant Secretary



POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

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

Theresa J Foley, Michael A Marino, Andrea E Gorbert, Individually

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

- In Unlimited Amounts -

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

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

In Witness Whereof, The Continental Insurance Company has caused these presents to be signed by its Vice President and its corporate seal to be hereto affixed on this 21st day of May, 2019.



The Continental Insurance Company

Paul T. Bruflatt
Paul T. Bruflatt Vice President

State of South Dakota, County of Minnehaha, ss:

On this 21st day of May, 2019, before me personally came Paul T. Bruflatt to me known, who, being by me duly sworn, did depose and say: that he resides in the City of Sioux Falls, State of South Dakota; that he is a Vice President of The Continental Insurance Company, a Pennsylvania insurance company, described in and which executed the above instrument; that he knows the seal of said insurance company; that the seal affixed to the said instrument is such corporate seal; that it was so affixed pursuant to authority given by the Board of Directors of said insurance company and that he signed his name thereto pursuant to like authority, and acknowledges same to be the act and deed of said insurance company.



My Commission Expires June 23, 2021

J. Mohr
J. Mohr Notary Public

CERTIFICATE

I, D. Johnson, Assistant Secretary of The Continental Insurance Company, a Pennsylvania insurance company, do hereby certify that the Power of Attorney herein above set forth is still in force, and further certify that the By-Law and Resolution of the Board of Directors of the insurance company printed on the reverse hereof is still in force. In testimony whereof I have hereunto subscribed my name and affixed the seal of the said insurance company this _____ day of _____, 2021.



The Continental Insurance Company

D. Johnson
D. Johnson Assistant Secretary

Form F6850-4/2012

Authorizing Resolutions

ADOPTED BY THE BOARD OF DIRECTORS OF THE CONTINENTAL INSURANCE COMPANY:

This Power of Attorney is made and executed pursuant to and by authority of the following By-Law duly adopted by the Board of Directors of the Company at a meeting held on May 10, 1995.

“RESOLVED: That any Group Vice President may authorize an officer to sign specific documents, agreements and instruments on behalf of the Company provided that the name of such authorized officer and a description of the documents, agreements or instruments that such officer may sign will be provided in writing by the Group Vice President to the Secretary of the Company prior to such execution becoming effective.”

This Power of Attorney is signed by Paul T. Bruflat, Vice President, who has been authorized pursuant to the above resolution to execution power of attorneys on behalf of The Continental Insurance Company.

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the Company by unanimous written consent dated the 25th day of April, 2012:

“Whereas, the bylaws of the Company or specific resolution of the Board of Directors has authorized various officers (the “Authorized Officers”) to execute various policies, bonds, undertakings and other obligatory instruments of like nature; and

Whereas, from time to time, the signature of the Authorized Officers in addition to being provided in original, hard copy format, may be provided via facsimile or otherwise in an electronic format (collectively, “Electronic Signatures”); Now therefore be it resolved: that the Electronic Signature of any Authorized Officer shall be valid and binding on the Company.”

THE CONTINENTAL INSURANCE COMPANY
Radnor, Pennsylvania
Statement of Net Admitted Assets and Liabilities
December 31, 2020

ASSETS

Bonds	\$ 1,486,639,077
Stocks	162,236,319
Cash and short-term investments	98,903,921
Receivables for securities	180,000
Investment income due and accrued	15,233,564
Amounts recoverable from reinsurers	53,225,848
Funds held by or deposited with reinsured companies	1,599,351
Current federal and foreign income tax recoverable and interest thereon	-
Net deferred tax asset	52,540,270
Premiums and considerations	42,752,978
Other assets	6,646,732
Total Assets	<u><u>\$ 1,919,958,060</u></u>

LIABILITIES AND SURPLUS

Losses	\$ 531,250,741
Loss adjustment expense	35,327,198
Unearned premiums	-
Other expenses	-
Federal and foreign income taxes payable	2
Ceded reinsurance premiums payable (net of ceding commissions)	40,875,605
Funds held by company under reinsurance treaties	2,701,045
Provision for reinsurance	30,000,000
Other liabilities	(487,038,433)
Total Liabilities	<u><u>\$ 153,116,158</u></u>

Surplus Account:

Capital paid up	\$ 53,566,360
Gross paid in and contributed surplus	1,423,436,994
Special Surplus	265,943,410
Unassigned funds	23,895,138
Surplus as regards policyholders	<u><u>\$ 1,766,841,902</u></u>
Total Liabilities and Capital	<u><u>\$ 1,919,958,060</u></u>

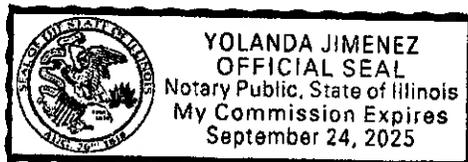
I, Julie Lee, Assistant Vice President of Continental Insurance Company hereby certify that the above is an accurate representation of the financial statement of the Company dated December 31, 2020, as filed with the various Insurance Departments and is a true and correct statement of the condition of Continental Insurance Company as of that date.



THE CONTINENTAL INSURANCE COMPANY

By Julie Lee
Assistant Vice President, External Reporting

Subscribed and sworn to me this 9 day of April 2021
My commission expires:



By Yolanda Jimenez
Notary Public



Power Of Attorney
BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY
NATIONAL INDEMNITY COMPANY / NATIONAL LIABILITY & FIRE INSURANCE COMPANY

Know all men by these presents, that BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, a corporation existing under and by virtue of the laws of the State of Nebraska and having an office at One Lincoln Street, 23rd Floor, Boston, Massachusetts 02111, NATIONAL INDEMNITY COMPANY, a corporation existing under and by virtue of the laws of the State of Nebraska and having an office at 3024 Harney Street, Omaha, Nebraska 68131 and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, a corporation existing under and by virtue of the laws of the State of Connecticut and having an office at 100 First Stamford Place, Stamford, Connecticut 06902 (hereinafter collectively the "Companies"), pursuant to and by the authority granted as set forth herein, do hereby name, constitute and appoint: Michael Marino, Andrea E. Gorbert, Marisol Mojica, 390 North Broadway, of the city of Jericho, State of New York, their true and lawful attorney(s)-in-fact to make, execute, seal, acknowledge, and deliver, for and on their behalf as surety and as their act and deed, any and all undertakings, bonds, or other such writings obligatory in the nature thereof, in pursuance of these presents, the execution of which shall be as binding upon the Companies as if it has been duly signed and executed by their regularly elected officers in their own proper persons. This authority for the Attorney-in-Fact shall be limited to the execution of the attached bond(s) or other such writings obligatory in the nature thereof.

In witness whereof, this Power of Attorney has been subscribed by an authorized officer of the Companies, and the corporate seals of the Companies have been affixed hereto this date of December 20, 2018. This Power of Attorney is made and executed pursuant to and by authority of the Bylaws, Resolutions of the Board of Directors, and other Authorizations of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, which are in full force and effect, each reading as appears on the back page of this Power of Attorney, respectively. The following signature by an authorized officer of the Company may be a facsimile, which shall be deemed the equivalent of and constitute the written signature of such officer of the Company for all purposes regarding this Power of Attorney, including satisfaction of any signature requirements on any and all undertakings, bonds, or other such writings obligatory in the nature thereof, to which this Power of Attorney applies.

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY,

[Signature of David Fields]

By: David Fields, Executive Vice President



NATIONAL INDEMNITY COMPANY, NATIONAL LIABILITY & FIRE INSURANCE COMPANY,

[Signature of David Fields]

By: David Fields, Vice President

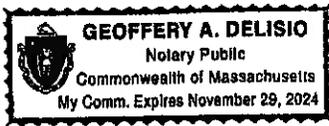


NOTARY

State of Massachusetts, County of Suffolk, ss:

On this 20th day of December, 2018, before me appeared David Fields, Executive Vice President of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY and Vice President of NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, who being duly sworn, says that his capacity is as designated above for such Companies; that he knows the corporate seals of the Companies; that the seals affixed to the foregoing instrument are such corporate seals; that they were affixed by order of the board of directors or other governing body of said Companies pursuant to its Bylaws, Resolutions and other Authorizations, and that he signed said instrument in that capacity of said Companies.

[Notary Seal]



[Signature of Notary Public]

Notary Public

I, Ralph Tortorella, the undersigned, Officer of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies which is in full force and effect and has not been revoked. IN TESTIMONY WHEREOF, see hereunto affixed the seals of said Companies this June 22, 2021.



[Signature of Officer]

Officer

To verify the authenticity of this Power of Attorney please contact us at: BHSI Surety Department, Berkshire Hathaway Specialty Insurance Company, One Lincoln Street, 23rd Floor Boston, MA 02111 | (770) 625-2516 or by email at Jennifer.Porter@bhspecialty.com THIS POWER OF ATTORNEY IS VOID IF ALTERED

To notify us of a claim please contact us on our 24-hour toll free number at (855) 453-9675, via email at claims@bhspecialty.com, via fax to (617) 507-8259, or via mail.

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY (BYLAWS)

ARTICLE V.

CORPORATE ACTIONS

....

EXECUTION OF DOCUMENTS:

....

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

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

NATIONAL INDEMNITY COMPANY (BY-LAWS)

Section 4. Officers, Agents, and Employees:

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

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

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

NATIONAL LIABILITY & FIRE INSURANCE COMPANY (BY-LAWS)

ARTICLE IV

Officers

Section 1. Officers, Agents and Employees:

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

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

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

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY

1314 Douglas Street, Suite 1400, Omaha, Nebraska 68102-1944

ADMITTED ASSETS *

	<u>12/31/2020</u>	<u>12/31/2019</u>	<u>12/31/2018</u>
Total invested assets	\$ 5,475,240,588	\$ 5,172,183,338	\$ 4,313,185,189
Premium & agent balances (n	603,615,506	368,086,012	301,849,144
All other assets	157,897,676	127,524,677	140,930,406
Admitted Assets	<u>\$ 6,236,753,770</u>	<u>\$ 5,667,794,027</u>	<u>\$ 4,755,964,739</u>

LIABILITIES & SURPLUS *

	<u>12/31/2020</u>	<u>12/31/2019</u>	<u>12/31/2018</u>
Loss & loss exp. unpaid	\$ 921,923,948	\$ 634,745,558	\$ 463,103,223
Unearned premiums	372,836,160	314,117,549	241,835,588
All other liabilities	1,054,922,210	744,738,458	570,628,148
Total Liabilities	<u>2,349,682,318</u>	<u>1,693,601,565</u>	<u>1,275,566,959</u>
Total Policyholders' Surplus:	<u>3,887,071,452</u>	<u>3,974,192,463</u>	<u>3,480,397,780</u>
Total Liabilities & Surplus	<u>\$ 6,236,753,770</u>	<u>\$ 5,667,794,028</u>	<u>\$ 4,755,964,739</u>

* Assets, liabilities and surplus are presented on a Statutory Accounting Basis as promulgated by the NAIC and/or the laws of the company's domiciliary state.

Power of Attorney

KNOW ALL MEN BY THESE PRESENTS THAT:

Nationwide Mutual Insurance Company, an Ohio corporation

hereinafter referred to severally as the "Company" and collectively as "the Companies" does hereby make, constitute and appoint:

MICHAEL MARINO, ANDREA E GORBERT, JAMES A. MERRILL

each in their individual capacity, its true and lawful attorney-in-fact, with full power and authority to sign, seal, and execute on its behalf any and all bonds and undertakings, and other obligatory instruments of similar nature, in penalties not exceeding the sum of

UNLIMITED

and to bind the Company thereby, as fully and to the same extent as if such instruments were signed by the duly authorized officers of the Company; and all acts of said Attorney pursuant to the authority given are hereby ratified and confirmed.

This power of attorney is made and executed pursuant to and by authority of the following resolution duly adopted by the board of directors of the Company:

"RESOLVED, that the president, or any vice president be, and each hereby is, authorized and empowered to appoint attorneys-in-fact of the Company, and to authorize them to execute and deliver on behalf of the Company any and all bonds, forms, applications, memorandums, undertakings, recognizances, transfers, contracts of indemnity, policies, contracts guaranteeing the fidelity of persons holding positions of public or private trust, and other writings obligatory in nature that the business of the Company may require; and to modify or revoke, with or without cause, any such appointment or authority; provided, however, that the authority granted hereby shall in no way limit the authority of other duly authorized agents to sign and countersign any of said documents on behalf of the Company."

"RESOLVED FURTHER, that such attorneys-in-fact shall have full power and authority to execute and deliver any and all such documents and to bind the Company subject to the terms and limitations of the power of attorney issued to them, and to affix the seal of the Company thereto; provided, however, that said seal shall not be necessary for the validity of any such documents."

This power of attorney is signed and sealed under and by the following bylaws duly adopted by the board of directors of the Company.

Execution of Instruments. Any vice president, any assistant secretary or any assistant treasurer shall have the power and authority to sign or attest all approved documents, instruments, contracts, or other papers in connection with the operation of the business of the company in addition to the chairman of the board, the chief executive officer, president, treasurer or secretary; provided, however, the signature of any of them may be printed, engraved, or stamped on any approved document, contract, instrument, or other papers of the Company.

IN WITNESS WHEREOF, the Company has caused this instrument to be sealed and duly attested by the signature of its officer the 27th day of February, 2019.

Antonio C. Albanese

Antonio C. Albanese, Vice President of Nationwide Mutual Insurance Company



ACKNOWLEDGMENT

STATE OF NEW YORK, COUNTY OF NEW YORK: ss

On this 27th day of February, 2019, before me came the above-named officer for the Company aforesaid, to me personally known to be the officer described in and who executed the preceding instrument, and he acknowledged the execution of the same, and being by me duly sworn, deposes and says, that he is the officer of the Company aforesaid, that the seal affixed hereto is the corporate seal of said Company, and the said corporate seal and his signature were duly affixed and subscribed to said instrument by the authority and direction of said Company.

Suzanne C. Delio
Notary Public, State of New York
No. 02065126649
Qualified in Westchester County
Commission Expires September 16, 2021

Suzanne C. Delio

Notary Public
My Commission Expires
September 16, 2021

CERTIFICATE

I, Laura B. Guy, Assistant Secretary of the Company, do hereby certify that the foregoing is a full, true and correct copy of the original power of attorney issued by the Company; that the resolution included therein is a true and correct transcript from the minutes of the meetings of the boards of directors and the same has not been revoked or amended in any manner; that said Antonio C. Albanese was on the date of the execution of the foregoing power of attorney the duly elected officer of the Company, and the corporate seal and his signature as officer were duly affixed and subscribed to the said instrument by the authority of said board of directors; and the foregoing power of attorney is still in full force and effect.

IN WITNESS WHEREOF, I have hereunto subscribed my name as Assistant Secretary, and affixed the corporate seal of said Company this 22nd day of June, 2021

Laura B. Guy

Assistant Secretary

**NATIONWIDE MUTUAL INSURANCE COMPANY
AND SUBSIDIARIES AND AFFILIATES**

Consolidated and Combined Statutory Statements of Admitted Assets, Liabilities and Surplus

(in millions)	December 31,	
	2020	2019
Admitted assets		
Invested assets		
Bonds	\$ 17,725	\$ 17,249
Stocks	8,352	8,031
Mortgage loans, net of allowance	1,892	2,126
Owner occupied real estate, at cost (less accumulated depreciation of \$457 and \$453 as of December 31, 2020 and 2019, respectively)	404	454
Cash, cash equivalents and short-term investments	1,187	718
Other invested assets	5,357	4,914
Total invested assets	\$ 34,917	\$ 33,492
Premiums in course of collection	4,182	4,079
Accrued investment income	135	143
Corporate-owned life insurance	1,580	1,506
Deferred federal income tax asset	1,990	1,764
Other assets	963	1,159
Total admitted assets	\$ 43,767	\$ 42,143
Liabilities and surplus		
Liabilities		
Losses and loss expense reserves	\$ 14,792	\$ 14,189
Unearned premiums	7,972	7,718
Accrued expenses and taxes, other than federal income taxes	803	692
Agents' security compensation plan reserve	1,085	1,146
Other liabilities	2,630	2,650
Total liabilities	\$ 27,282	\$ 26,395
Surplus		
Surplus notes, net of unamortized issue discount of \$9 and \$7 as of December 31, 2020 and 2019, respectively	\$ 3,545	\$ 2,197
Unassigned surplus	12,940	13,551
Total surplus	\$ 16,485	\$ 15,748
Total liabilities and surplus	\$ 43,767	\$ 42,143

Certification

I, Jennifer Kemp, VP, Controller, do hereby certify that the foregoing is a true and correct statement of the statutory balance sheet of said Corporation as of December 31, 2020 and 2019 to the best of my knowledge and belief.

Jennifer Kemp

Jennifer Kemp



JEFFREY BOYD
Notary Public, State of Ohio
My Commission Expires 08-22-2021

Jeffrey Boyd

3-25-2021

EULER HERMES NORTH AMERICA INSURANCE COMPANY
800 Red Brook Boulevard * Owings Mills, Maryland 21117

The number of persons authorized by this Power of Attorney is not more than:

3 POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That EULER HERMES NORTH AMERICA INSURANCE COMPANY (EULER HERMES), a corporation organized and existing under the laws of the state of Maryland, does hereby nominate, constitute, and appoint the person or persons named below, each individually if more than one is named, its true and lawful attorney-in-fact, for and in its name, place, and stead to execute on behalf of EULER HERMES, as surety, any and all bonds, undertakings, and contracts of suretyship, or other written obligations in the nature thereof; provided that the liability of EULER HERMES on any such bond, undertaking, or contract of suretyship executed under this authority shall not exceed the limit stated below.

NAME	ADDRESS	LIMIT OF POWER
Michael Marino Theresa J. Foley Andrea E. Gorbort	390 North Broadway Jericho, NY 11753	Unlimited

This Power of Attorney revokes all previous powers issued on behalf of the attorney(s)-in-fact named above.

IN WITNESS WHEREOF, EULER HERMES has caused these presents to be signed and attested by its appropriate officers and its corporate seal hereunder affixed this 1st day of January, 20 19.



[Signature]

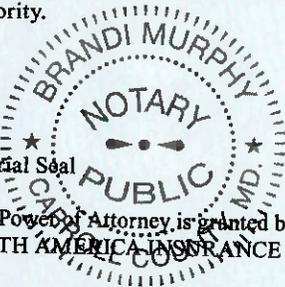
James Daly, President and CEO-The Americas

[Signature]

Keith Sherman, Senior Vice President and Chief Operating Officer-Surety

State of Maryland, County of Baltimore

On this 1st day of January, 20 19, before me personally appeared Keith Sherman, to me known, being duly sworn, deposes and says that he resides in Phoenix, MD; that he is the Senior Vice President and Operating Officer-Surety of EULER HERMES, the Company described herein and which executed the above instrument; that he know the seal of EULER HERMES; that the seal affixed to said instrument is such corporate seal; that it was so affixed by authority of the Board of Directors of EULER HERMES; and that he signed his name thereto by like authority.



[Signature]
Notary Public

This Commission Expires August 19, 2020

This Power of Attorney is granted by authority of the following resolutions adopted by the Board of Directors of EULER HERMES NORTH AMERICA INSURANCE COMPANY (Company) by unanimous consent on October 1, 2015.

RESOLVED: That the President, Executive Vice President, Senior Vice President, Vice President, Secretary, Assistant Vice Secretary, and Senior Vice President and Chief Operating Officer-Surety, be and hereby are authorized from time to time to appoint one or more Attorneys-in-Fact to execute on behalf of the Company, as surety, any and all bonds, undertakings and contracts of suretyship, or other written obligation in the nature thereof; to proscribe their respective duties and all respective limits of their authority; and to revoke any such appointment at any time.

RESOLVED FURTHER: That the Company seal and signature of the aforesaid officers and may be affixed by facsimile to any Power of Attorney given for the execution of any bond, undertaking, contract of suretyship, or other written obligations in the nature thereof, such signature and seal when so used being hereby adopted by the Company as the original signature of such officer and the original seal of the Company, to be valid and binding upon the Company with the same force and effect as thought manually affixed.

CERTIFICATION

I, Keith Sherman, Senior Vice President and Chief Operating Officer-Surety of EULER HERMES NORTH AMERICA INSURANCE COMPANY, do hereby certify that the foregoing Power of Attorney and the Resolutions of the Board of Directors of October 1, 2015, have not been revoked and are now in full force and effect.

Signed and sealed this _____ day of JUN 2 2 2021, 20 _____.



[Signature]

Keith Sherman, Senior Vice President and Chief Operating Officer-Surety



EULER HERMES NORTH AMERICA INSURANCE COMPANY
Statutory Statements of Admitted Assets, Liabilities, and Policyholders' Surplus
Statutory Basis at December 31, 2019
(in thousands, except share data)

Admitted Assets	<u>2019</u>
Bonds	\$ 409,135
Common stocks	17,010
Cash and cash equivalents	9,251
Other investments	<u>28,878</u>
Total cash and invested assets	464,274
Premiums receivable	109,024
Reinsurance recoverable on paid losses	10,662
Net deferred tax assets	16,761
Other admitted assets	<u>16,192</u>
Total admitted assets	\$ <u>616,913</u>

Liabilities and Policyholders' Surplus

Liabilities:	
Unpaid losses and loss adjustment expenses	\$ 169,180
Unearned premiums	155,838
Premium taxes, licenses, and fees	5,443
Provision for reinsurance	525
Ceded reinsurance premiums payable	10,320
Reinsurance payable on paid losses	1,135
Payable to parent, subsidiaries, and affiliates	8,613
Federal and foreign taxes	1,397
Accounts payable and accrued expenses	52,388
Funds held under reinsurance agreements	<u>1,274</u>
Total liabilities	<u>406,113</u>

Euler Hermes North America Insurance Company
800 Red Brook Boulevard
Owings Mills, MD 21117
Tel 410 753 0753
Fax 410 753 0940
Toll Free 877 883 3224



Policyholders' surplus:

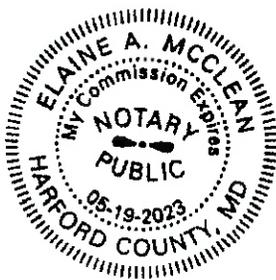
Common stock – par value \$10 per share. Authorized, issued, and outstanding shares 250,000	2,500
Gross paid-in and contributed surplus	13,167
Unassigned surplus	<u>195,133</u>
Total policyholders' surplus	<u>210,800</u>
Total liabilities and policyholders' surplus	<u>\$ 616,913</u>

Louise Jordan, being duly sworn, affirms that she is the Chief Financial and Administration Officer of Euler Hermes North America Insurance Company, and that to the best of her knowledge and belief, the foregoing statement is a true and correct statement of financial condition of said Company as of December 31, 2019.

Subscribed and sworn to before me this 13th day of May, 2020

Elaine A. McClean
Elaine A. McClean
Notary Public

[Signature]
Louise Jordan
Chief Financial and Administration Officer



Euler Hermes North America Insurance Company
800 Red Brook Boulevard
Owings Mills MD 21117
Tel 410 753 0753
Fax 410 753 0940
Toll Free 877 883 3224

A member of Allianz AG



**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 **MICHAEL MARINO** of **JERICHO** **New York**, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **3rd** day of **February**, **2017**.



State of Connecticut

City of Hartford ss.

By:
Robert L. Raney, Senior Vice President

On this the **3rd** day of **February**, **2017**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, **2021**



Marie C. Tetreault, Notary Public

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

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

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

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

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

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **22nd** day of **June**, **2021**



Kevin E. Hughes, Assistant Secretary

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

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

HARTFORD, CONNECTICUT 06183

FINANCIAL STATEMENT AS OF DECEMBER 31, 2020

CAPITAL STOCK \$ 6,480,000

ASSETS		LIABILITIES & SURPLUS	
CASH AND INVESTED CASH	\$ 239,403,348	UNEARNED PREMIUMS	\$ 1,121,070,380
BONDS	3,831,156,861	LOSSES	1,003,200,686
STOCKS	109,074,035	LOSS ADJUSTMENT EXPENSES	163,346,678
INVESTMENT INCOME DUE AND ACCRUED	36,856,709	COMMISSIONS	48,805,693
OTHER INVESTED ASSETS	4,970,512	TAXES, LICENSES AND FEES	13,561,421
PREMIUM BALANCES	277,653,788	OTHER EXPENSES	42,506,558
NET DEFERRED TAX ASSET	55,188,715	CURRENT FEDERAL AND FOREIGN INCOME TAXES	4,865,484
REINSURANCE RECOVERABLE	32,553,518	REMITTANCES AND ITEMS NOT ALLOCATED	8,646,391
RECEIVABLES FROM PARENT, SUBSIDIARIES AND AFFILIATES	34,876,347	AMOUNTS WITHHELD / RETAINED BY COMPANY FOR OTHERS	42,228,250
OTHER ASSETS	4,155,794	POLICYHOLDER DIVIDENDS	12,353,304
		PROVISION FOR REINSURANCE	7,930,280
		ADVANCE PREMIUM	1,867,512
		CEDED REINSURANCE NET PREMIUMS PAYABLE	63,102,972
		RETROACTIVE REINSURANCE RESERVE ASSUMED	800,783
		OTHER ACCRUED EXPENSES AND LIABILITIES	568,668
		TOTAL LIABILITIES	\$2,534,855,020
		CAPITAL STOCK	\$6,480,000
		PAID IN SURPLUS	433,803,760
		OTHER SURPLUS	1,650,750,847
		TOTAL SURPLUS TO POLICYHOLDERS	\$2,091,034,607
TOTAL ASSETS	\$ 4,625,869,627	TOTAL LIABILITIES & SURPLUS	\$4,625,869,627

STATE OF CONNECTICUT)
 COUNTY OF HARTFORD) SS.
 CITY OF HARTFORD)

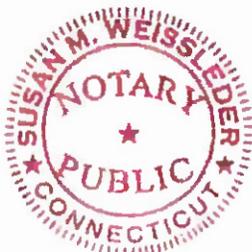
MICHAEL J. DOODY, BEING DULY SWORN, SAYS THAT HE IS VICE PRESIDENT - FINANCE, OF TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA, AND THAT TO THE BEST OF HIS KNOWLEDGE AND BELIEF, THE FOREGOING IS A TRUE AND CORRECT STATEMENT OF THE FINANCIAL CONDITION OF SAID COMPANY AS OF THE 31ST DAY OF DECEMBER, 2020.

Michael J. Doody
 VICE PRESIDENT - FINANCE

Susan M. Weissleder
 NOTARY PUBLIC

SUBSCRIBED AND SWORN TO BEFORE ME THIS 28TH DAY OF MARCH, 2021

SUSAN M. WEISSLEDER
 Notary Public
 My Commission Expires November 30, 2022



APPENDIX G

3.2.10 SCC and DPOR Registration/ Documentation

ATTACHMENT 3.2.10

State Project No. [0000-000-000]

SCC and DPOR Information

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

SCC & DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)							
Business Name	SCC Information (3.2.10.1)			DPOR Information (3.2.10.2)			
	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number	DPOR Expiration Date
Dragados USA, INC.	F1790874	Stock Corporation	Active	N/A	N/A	N/A	N/A
VINCI Construction Grands Projets (VCGP)	F2020156	Foreign Corporation	Active	N/A	N/A	N/A	N/A
Flatiron Constructors, Inc.	F1787565	Stock Corporation	Active	N/A	N/A	N/A	N/A
Dodin Campenon Bernard	F2085027	Stock Corporation	Active	N/A	N/A	N/A	N/A
Atkins North America, Inc.	F0488397	Stock Corporation	Active	2318 Mill Rd., Ste. 1040, Alexandria, VA 22314	Business Entity Registration	0407002314	12-31-2021
Atkins North America, Inc.	F0488397	Stock Corporation	Active	2001 NW 107 th Avenue Miami, FL 33172	Business Entity Branch Office	0411000676	2-28-2022
Quinn Consulting Services, Inc.	0492551-7	Stock Corporation	Active	1801 Pleasure House Road, Suite 101, Virginia Beach, VA 23455	Business Entity Branch Office	0411001133	2-28-2022
McCallum Testing Laboratories, Inc.	S5234440	Limited Liability Corporation	Active	1808 Hayward Avenue, PO Box 13337, Chesapeake, VA 23325	Business Entity Registration	0407003087	12-31-2021
EA Engineering, Science, and Technology, Inc.	F0504268	Stock Corporation	Active	225 Schilling Circle, Ste 400, Hunt Valley, MD 21031	Business Entity Registration	0407003756	12-31-2021

ATTACHMENT 3.2.10

State Project No. [0000-000-000]

SCC and DPOR Information

SCC & DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)							
Business Name	SCC Information (3.2.10.1)			DPOR Information (3.2.10.2)			
	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number	DPOR Expiration Date
S&ME, Inc.	F1154568	Corporation	Active	620 Wando Park Blvd., Mt. Pleasant, SC 29463	Business Entity Branch Office Registration	0411001515	2-28-2022
Precision Measurements, Inc.	04504361	Corporation	Active	629 Phoenix Dr., Ste. 100, Virginia Beach, VA 23452	Business Entity Registration	0407003345	12-31-2021
Precision Measurements, Inc.	04504361	Corporation	Active	11835 Canon Blvd #B- 103, Newport News, VA 23606	Business Entity Branch Office	0411000292	02-28-2022
Bowman Consulting Group, Ltd.	04481982	Stock Corporation	Active	13461 Sunrise Valley Dr., Ste. 500, Herndon, VA 20171	Business Entity Registration	0407003896	12-31-2021
Bowman Consulting Group, Ltd.	04481982	Stock Corporation	Active	3951 Westerre Parkway, Suite 150, Richmond, VA 23233	Business Entity Branch Office	0411000610	02-28-2022
Appraisal Review Specialists LLC	T0490682	LLC	Active	7288 Hanover Green Dr Mechanicsville, VA 23111	Appraisal Business Registration	4008001735	4-30-2022
Mobility Title LLC	S3819895	LLC	Active	N/A	N/A	N/A	N/A
Elliott Valuation & Consulting Services, LLC	T0669434	LLC	Active	4445 Corporation Lane Ste 264, Virginia Beach, VA 23462	Appraisal Business Registration	4006001888	9-30-2022

ATTACHMENT 3.2.10

State Project No. [0000-000-000]

SCC and DPOR Information

DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)						
Business Name	Individual's Name	Office Location Where Professional Services will be Provided (City/State)	Individual's DPOR Address	DPOR Type	DPOR Registration Number	DPOR Expiration Date
Dragados USA, Inc.	Santos Valladolid Garcia	Norfolk, VA	Miami Beach, FL	PE	0402058983	04-30-2022
Atkins North America, Inc.	Michael James King	Princeton, NJ	Short Hills, NJ	PE	0402057570	03-31-2023
Quinn Consulting Services, Inc.	Anthony J. Kondysar	Virginia Beach, VA	Williamsburg, VA 23185	PE	0402021246	05-31-2023

Dragados USA, Inc.

State Corporation Commission Clerk's Information System

Entity Information

Entity Information

Entity Name: Dragados USA, Inc.	Entity ID: F1790874
Entity Type: Stock Corporation	Entity Status: Active
Formation Date: N/A	Reason for Status: Active and In Good Standing
VA Qualification Date: 05/18/2009	Status Date: 05/18/2009
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: DE	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: \$2500.00

Registered Agent Information

RA Type: Entity	Locality: RICHMOND CITY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: CORPORATION SERVICE COMPANY	Registered Office Address: 100 Shockoe Slip Fl 2, Richmond, VA, 23219 - 4100, USA

Principal Office Address

Address: 810 7th Ave Fl 9, New York, NY, 10019 - 9003, USA

Principal Information

Title	Director	Name	Address	Last Updated
Chief Executive Officer	Yes	José Antonio López-Monís Plaza	810 7th Ave Fl 9, New York, NY, 10019 - 9003, USA	05/14/2021

VINCI Construction Grands Projets, Inc. (VCGP)

State Corporation Commission Clerk's Information System

Entity Information

Entity Information

Entity Name: VINCI CONSTRUCTION GRANDS PROJETS, INC.	Entity ID: F2020156
Entity Type: Stock Corporation	Entity Status: Active
Formation Date: 02/26/2016	Reason for Status: Active and In Good Standing
VA Qualification Date: 02/26/2016	Status Date: 08/30/2017
Industry Code: 0 - General	Period of Duration: 12/17/2086
Jurisdiction: N/A	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: \$2500.00

Registered Agent Information

RA Type: Entity	Locality: ROANOKE CITY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: CAPITOL CORPORATE SERVICES, INC.	Registered Office Address: 10 SOUTH JEFFERSON ST STE 1400, ROANOKE, VA, 24011 - 0000, USA

Principal Office Address

Address: 2331 Mill Rd Ste 125, Alexandria, VA, 22314 - 4677, USA

State Corporation Commission Clerk's Information System

Entity Information

Entity Information

Entity Name: Flatiron Constructors, Inc.	Entity ID: F1787565
Entity Type: Stock Corporation	Entity Status: Active
Formation Date: N/A	Reason for Status: Active and In Good Standing
VA Qualification Date: 04/16/2009	Status Date: 05/08/2014
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: DE	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: \$50.00

Registered Agent Information

RA Type: Entity	Locality: RICHMOND CITY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: CORPORATION SERVICE COMPANY	Registered Office Address: 100 Shockoe Slip Fl 2, Richmond, VA, 23219 - 4100, USA

Principal Office Address

Address: 385 Interlocken Cres Ste 900, Broomfield, CO, 80021 - 7809, USA

Principal Information

Title	Director	Name	Address
Secretary	No	KARLA PASCARELLA	385 INTERLOCKEN CRESCENT, STE 900, BROOMFIELD, CO, 80021 - 0000, USA

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That Flatiron Constructors, Inc., a corporation incorporated under the laws of DELAWARE, is authorized to transact business in the Commonwealth of Virginia;

That the corporation obtained a certificate of authority to transact business in Virginia from the Commission on April 16, 2009; and

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

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:

April 2, 2021



Bernard J. Logan

Bernard J. Logan, Clerk of the Commission

State Corporation Commission

Clerk's Information System

Entity Name: Dodin Campenon Bernard Inc.

Entity ID: F2085027

Entity Type: Stock Corporation

Entity Status: **Active**

Formation Date: 03/01/2018

Reason for Status: Active and In Good Standing

VA Qualification Date: 03/01/2018

Status Date: 05/03/2021

Industry Code: 0 - General

Period of Duration: 09/05/2087

Jurisdiction: N/A

Annual Report Due Date: N/A

Registration Fee Due Date: Not Required

Charter Fee: \$1375.00

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That Dodin Campenon Bernard Inc., a corporation incorporated under the laws of VIRGINIA, is authorized to transact business in the Commonwealth of Virginia;

That the corporation obtained a certificate of authority to transact business in Virginia from the Commission on March 1, 2018; and

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

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:

May 14, 2021



A handwritten signature in black ink, appearing to read "Bernard J. Logan".

Bernard J. Logan, Clerk of the Commission

State Corporation Commission Clerk's Information System

Entity Information

Entity Information

Entity Name: Atkins North America, Inc.	Entity ID: F0488397
Entity Type: Stock Corporation	Entity Status: Active
Formation Date: N/A	Reason for Status: Active and In Good Standing
VA Qualification Date: 08/13/1985	Status Date: 11/20/2006
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: FL	Annual Report Due Date: 08/31/2021
Registration Fee Due Date: Not Required	Charter Fee: \$0.00

Registered Agent Information

RA Type: Entity	Locality: SUFFOLK CITY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: Corporate Creations Network Inc.	Registered Office Address: 425 W Washington St Ste 4, Suffolk, VA, 23434 - 5320, USA

Principal Office Address

Address: 4030 W Boy Scout Blvd Ste 700, Tampa, FL, 33607 - 5713, USA

Principal Information

Title	Director	Name	Address	Last Updated
PRESIDENT/CEO	Yes	GEORGE L NASH JR	10 EAST 40TH ST, 13TH FLOOR, NEW YORK, NY, 10016 - 0000, USA	07/24/2019
SVP/S/GC	Yes	C ERNEST EDGAR, IV	4030 WEST BOY SCOUT BLVD, #700, TAMPA, FL, 33607 - 0000, USA	07/24/2019
SVP/CFO/TREAS	No	SUSAN C REINHARDT	2901 CALVERTON BLVD, STE 400, CALVERTON, MD, 20705 - 0000, USA	07/24/2019

Current Filings

State Corporation Commission
Clerk's Information System

Entity Information

Entity Information

Entity Name: QUINN CONSULTING SERVICES INCORPORATED	Entity ID: 04925517
Entity Type: Stock Corporation	Entity Status: Active
Formation Date: 10/24/1997	Reason for Status: Active and In Good Standing
VA Qualification Date: 10/24/1997	Status Date: 12/01/2008
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: VA	Annual Report Due Date: N/A
Registration Fee Due Date: 10/31/2020	Charter Fee: \$50.00

Registered Agent Information

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

Principal Office Address

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

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That QUINN CONSULTING SERVICES INCORPORATED is duly incorporated under the law of the Commonwealth of Virginia;

That the corporation was incorporated on October 24, 1997;

That the corporation's period of duration is perpetual; and

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

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:

August 21, 2020



Bernard J. Logan, Interim Clerk of the Commission

McCallum Testing Laboratories, Inc.

State Corporation Commission Clerk's Information System	
Entity Information	
Entity Name: McCallum Testing LLC	Entity ID: S5234440
Entity Type: Limited Liability Company	Entity Status: Active
Formation Date: 09/11/2014	Reason for Status: Active
VA Qualification Date: 09/11/2014	Status Date: 12/10/2019
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: VA	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: N/A
Registered Agent Information	
RA Type: Individual	Locality: CHESAPEAKE CITY
RA Qualification: Member of the Virginia State Bar	Registered Office Address: 501 INDEPENDENCE PARKWAY, SUITE 201, CHESAPEAKE, VA, 23320 - 5174, USA
Name: EDWIN H. GREEN	
Principal Office Address	
Address: 1808 Hayward Avenue, Chesapeake, VA, 23320 - 0000, USA	

Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, September 11, 2014

This is to certify that the certificate of organization of

McCallum Testing LLC

was this day issued and admitted to record in this office and that the said limited liability company is authorized to transact its business subject to all Virginia laws applicable to the company and its business. Effective date: September 11, 2014



State Corporation Commission

Attest:

Joel Heck
Clerk of the Commission

State Corporation Commission
Clerk's Information System

Entity Information

Entity Information

Entity Name: EA Engineering, Science, and Technology, Inc., PBC	Entity ID: F0504268
Entity Type: Stock Corporation	Entity Status: Active
Formation Date: N/A	Reason for Status: Active and in Good Standing
VA Qualification Date: 03/13/2001	Status Date: 03/13/2001
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: DE	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: \$5000.00

Registered Agent Information

RA Type: Entity	Locality: RICHMOND CITY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: CORPORATION SERVICE COMPANY	Registered Office Address: 100 Shockoe Slip Fl 2, Richmond, VA, 23219 - 4100, USA

Principal Office Address

Address: 225 Schilling Cir Ste 400, Hunt Valley, MD, 21031 - 1124, USA

State Corporation Commission Clerk's Information System

Entity Information

Entity Information

Entity Name: S&ME, Inc.	Entity ID: F1154568
Entity Type: Stock Corporation	Entity Status: Active
Formation Date: N/A	Reason for Status: Active and In Good Standing
VA Qualification Date: 10/29/1997	Status Date: 10/29/1997
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: NC	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: \$2000.00

Registered Agent Information

RA Type: Entity	Locality: CHESTERFIELD COUNTY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: COGENCY GLOBAL INC.	Registered Office Address: 250 Browns Hill Ct, Midlothian, VA, 23114 - 9510, USA

Principal Office Address

Address: 2724 DISCOVERY DRIVE, SUITE 120, RALEIGH, NC, 27616 - 0000, USA

Principal Information

Title	Director	Name	Address	Last Updated
VP/SEC/CFO	Yes	MEREDITH L KEYES	2724 DISCOVERY DR, STE 120, RALEIGH, NC, 27616 - 0000, USA	10/08/2019
SR VP	Yes	ALLEN L CHESTNUT	620 WANDO PARK BLVD, MT PLEASANT, SC, 29464 - 0000, USA	10/08/2019
Vice President	Yes	JOHN BRADLEY MCLESTER	9751 SOUTHERN PINE BOULEVARD, CHARLOTTE, NC, 28273 - 0000, USA	10/08/2019
Vice President	No	MATHEW HOWARD PERRY	301 ZIMA PARK DRIVE, SPARTANBURG, SC, 29301 - 0000, USA	10/08/2019
CEO	Yes	MATTHEW D RYAN	2424 DISCOVERY DR STE 120, RALEIGH, NC, 27616 - 0000, USA	10/08/2019

Current Shares

Total Shares: 1000000

State Corporation Commission Clerk's Information System

Entity Information

Entity Information

Entity Name: PRECISION MEASUREMENTS, INC.	Entity ID: 04504361
Entity Type: Stock Corporation	Entity Status: Active
Formation Date: 07/24/1995	Reason for Status: Active and In Good Standing
VA Qualification Date: 07/24/1995	Status Date: 08/22/2013
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: VA	Annual Report Due Date: 07/31/2021
Registration Fee Due Date: 07/31/2021	Charter Fee: \$50.00

Registered Agent Information

RA Type: Entity	Locality: CHESAPEAKE CITY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: DAVIS LAW GROUP, P.C.	Registered Office Address: 516 Baylor Ct, Wynngate Business Park, Chesapeake, VA, 23320 - 3825, USA

Principal Office Address

Address: 629 Phoenix Dr Ste 100, Virginia Beach, VA, 23452 - 7392, USA

Principal Information

Title	Director	Name	Address
President	Yes	Alexandra N. Leitz	1836 Gershwin Drive, Virginia Beach, VA, 23454 - 0000, USA

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That PRECISION MEASUREMENTS, INC. is duly incorporated under the law of the Commonwealth of Virginia;

That the corporation was incorporated on July 24, 1995;

That the corporation's period of duration is perpetual; and

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

Nothing more is hereby certified.

Signed and Sealed at Richmond on this Date:

December 8, 2020



Bernard J. Logan, Interim Clerk of the Commission

State Corporation Commission Clerk's Information System

Entity Information

Entity Information

Entity Name: Bowman Consulting Group Ltd.	Entity ID: 11139594
Entity Type: Stock Corporation	Entity Status: Active
Formation Date: 11/13/2020	Reason for Status: Active and In Good Standing
VA Qualification Date: 11/25/2020	Status Date: 11/25/2020
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: DE	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: \$750.00

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

State Corporation Commission
Clerk's Information System

Entity Information

Entity Information

Entity Name: Appraisal Review Specialists, LLC	Entity ID: T0490682
Entity Type: Limited Liability Company	Entity Status: Active
Formation Date: N/A	Reason for Status: Active
VA Qualification Date: 02/03/2012	Status Date: 03/20/2020
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: WV	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: N/A

Registered Agent Information

RA Type: Entity	Locality: HANOVER COUNTY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: INCORP SERVICES, INC.	Registered Office Address: 7288 HANOVER GREEN DR, MECHANICSVILLE, VA, 23111 - 0000, USA

Principal Office Address

Address: 3058 MOUNT VERNON RD, HURRICANE, WV, 25526 - 0000, USA

Principal Information

Management Structure: N/A

State Corporation Commission
Clerk's Information System

Entity Information

Entity Information

Entity Name: Mobility Title, LLC	Entity ID: S3819895
Entity Type: Limited Liability Company	Entity Status: Active
Formation Date: 10/27/2011	Reason for Status: Active
VA Qualification Date: 10/27/2011	Status Date: 11/28/2017
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: VA	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: N/A

Registered Agent Information

RA Type: Individual	Locality: FAIRFAX COUNTY
RA Qualification: Member of the Virginia State Bar	
Name: FRANCIS E MROZ	Registered Office Address: 2301 GALLOWS ROAD, SUITE 200, DUNN LORING, VA, 22027 - 0000, USA

Principal Office Address

Address: 2301 Gallows Road, Suite 230, Dunn Loring, VA, 22027 - 0000, USA

Principal Information

Management Structure: N/A

**State Corporation Commission
Clerk's Information System**

Entity Information

Entity Information

Entity Name: ELLIOTT VALUATION & CONSULTING SERVICES, LLC	Entity ID: T0669434
Entity Type: Limited Liability Company	Entity Status: Active
Formation Date: N/A	Reason for Status: Active
VA Qualification Date: 09/09/2016	Status Date: 11/09/2020
Industry Code: 0 - General	Period of Duration: Perpetual
Jurisdiction: SC	Annual Report Due Date: N/A
Registration Fee Due Date: Not Required	Charter Fee: N/A

Registered Agent Information

RA Type: Entity	Locality: VIRGINIA BEACH CITY
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS IN VIRGINIA	
Name: Registered Agents Inc.	Registered Office Address: 4445 CORPORATION LN STE 264, VIRGINIA BEACH, VA, 23462 - 0000, USA

Principal Office Address

Address: 234 HARRELL DR, SPARTANBURG, SC, 29307 - 0000, USA

Principal Information

Management Structure: N/A

Dragados USA, Inc.

Name	VALLADOLID GARCIA, SANTOS
License Number	0402058983
License Description	Professional Engineer License
Rank	Professional Engineer
Address	MIAMI BEACH, FL 33141
Initial Certification Date	2018-04-16
Expiration Date	2022-04-30

Atkins North America, Inc.

Name	ATKINS NORTH AMERICA, INC.
License Number	0407002314
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	2318 MILL RD STE 1040, ALEXANDRIA, VA 22314
Expiration Date	2021-12-31

Name	ATKINS NORTH AMERICA, INC.
License Number	0411000676
License Description	Business Entity Branch Office Registration
Business Type	Corporation
Rank	Business Entity Branch Office
Address	2001 NW 107TH AVE, MIAMI, FL 33172
Initial Certification Date	2009-10-27
Expiration Date	2022-02-28

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

EXPIRES ON
03-31-2023

NUMBER
0402057570

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

 MICHAEL JAMES KLING
[REDACTED]
SHORT HILLS, NJ 07078




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
02-28-2022

NUMBER
0411001133

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

PROFESSIONS-ENG



QUINN CONSULTING SERVICES INCORPORATED
1801 PLEASURE HOUSE RD STE 101,102
VIRGINIA BEACH, VA 23455



Mary Broz-Vaughan, Director

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

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

EXPIRES ON
07-31-2022

NUMBER
0402021246

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



ANTHONY J KONDYSAR
3905 ST MARY'S CIRCLE
WILLIAMSBURG, VA 23185



Mary Broz-Vaughan, Director

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

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON
12-31-2021

NUMBER
0407003087

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

PROFESSIONS: ENG



MCCALLUM TESTING LABORATORIES INC
1808 HAYWARD AVENUE
PO BOX 13337
CHESAPEAKE, VA 23325



Mary Eroz-Vaughan
Mary Eroz-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

12-31-2021

NUMBER

0407003756

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

PROFESSIONS: ENG



EA ENGINEERING SCIENCE AND TECHNOLOGY INC
225 SCHILLING CIRCLE
SUITE 400
HUNT VALLEY, MD 21031



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)

DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR AP/LS/CID/LA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407003756 EXPIRES: 12-31-2021
PROFESSIONS: ENG
EA ENGINEERING SCIENCE AND TECHNOLOGY INC
225 SCHILLING CIRCLE
SUITE 400
HUNT VALLEY, MD 21031



(FOLD)

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

DPOR-PC (02/2017)

PRINTED: 5/19/17 5:34:59

S&ME, Inc.

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

EXPIRES ON
 02-28-2022

NUMBER
 0411001515

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

PROFESSIONS: ENG

S&ME, INC
 620 WANDO PARK BLVD
 MT PLEASANT, SC 29464

Mary Braxton
 Mary Braxton, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS) DPOR-LIC (02/2017)

Precision Measurements, Inc.

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

EXPIRES ON
 02-28-2022

NUMBER
 0411000292

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

PROFESSIONS: LS

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

Mary Braxton
 Mary Braxton, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS) DPOR-LIC (02/2017)

Name	PRECISION MEASUREMENTS INC
License Number	0407003345
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	629 PHOENIX DR STE 100, VIRGINIA BEACH, VA 23452
Initial Certification Date	1995-10-24
Expiration Date	2021-12-31

Bowman Consulting Group, Ltd.

Name	BOWMAN CONSULTING GROUP LTD
License Number	0407003896
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	13461 SUNRISE VALLEY DR SUITE 500, HERNDON, VA 20171
Initial Certification Date	1999-10-18
Expiration Date	2021-12-31

Name	BOWMAN CONSULTING GROUP LTD
License Number	0411000610
License Description	Business Entity Branch Office Registration
Rank	Business Entity Branch Office
Address	3951 WESTERRE PKWY SUITE 150, RICHMOND, VA 23233
Initial Certification Date	2009-07-17
Expiration Date	2022-02-28

Appraisal Review Specialists LLC

Name	APPRAISAL REVIEW SPECIALISTS LLC
License Number	4008001735
License Description	Appraisal Business Registration
Firm Type	LLC - Limited Liability Company
Rank	Business Entity
Address	3058 MOUNT VERNON ROAD SUITE 12, HURRICANE, WV 25523
Initial Certification Date	2012-04-05
Expiration Date	2022-04-30

Elliott Valuation & Consulting Services, LLC

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

EXPIRES ON
09-30-2022

NUMBER
4008001888

REAL ESTATE APPRAISER BOARD
APPRAISAL BUSINESS REGISTRATION

ELLIOTT VALUATION & CONSULTING SERVICES LLC
PO BOX 5022
SPARTANBURG, SC 29304



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)

DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

REAL ESTATE APPRAISER BOARD
APPRAISAL BUSINESS REGISTRATION
NUMBER: 4008001888 EXPIRES: 09-30-2022

ELLIOTT VALUATION & CONSULTING SERVICES LLC
PO BOX 5022
SPARTANBURG, SC 29304



(FOLD)

APPENDIX H

3.3.1 Key Personnel Resumes

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **Russ Lauria, Senior Project Manager**

b. Project Assignment: **Design-Build Project Manager (DBPM)**

c. Name of the Firm with which you are employed at the time of submitting SOQ: **Dragados USA, Inc.**

d. Employment History: With this Firm: **2** Years; With Other Firms: **40** 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):

Dragados USA, Inc., Director of Operations/Senior Project Manager (11/2019 - Present): As Director of Operations/Senior Project Manager, Russ is responsible for overseeing overall project design and construction services for major projects in the eastern US undertaken by Dragados. Russ interacts with project owners throughout the duration of a project and is directly responsible for all aspects of construction, including the establishment of management systems, direct supervision of project management staff, pre-construction services and estimating, design management, value engineering, scheduling, contract administration, and preparation of contractor's quality control (QC) programs. Additionally, Russ is involved in the bidding/RFP phase on large DB projects, and will be an active participant in the RFP phase of the HREL4C Project. Russ' experience on large, complex projects provides him with a deep understanding of how to manage goals, strategies and concerns regarding large-scale projects including avoiding and resolving disputes and coordinating required public outreach and public meetings.

Flatiron, Area Manager/Project Director, Southeast (11/2017 - 11/2019): As a Area Manager/Project Director with Flatiron, Russ served as the primary point of contact with clients on projects in the southeastern US. He oversaw on-site field operations and the daily design and construction activities required to successfully complete these projects. He was also responsible for cost management, estimating, value engineering, scheduling and contract administration, and oversaw utility coordinations, ROW, and safety, quality and environmental compliance.

Walsh /Archer Western Contractors, Project/Construction Manager (03/1999 - 11/2017): As a Project/Construction Manager with Walsh and Archer Western, Russ was directly responsible for all aspects of on-site construction operations, including the establishment of management systems, close supervision over projects in progress, direct supervision of project management staff, pre-construction services and estimating, design management, value engineering, scheduling, and the preparation of quality control programs. He also interacted with project owners throughout the duration of projects

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

Utah State University/B.S./1979/Civil Engineering

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

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

1. *Note your 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.

1. GDOT, I-75/I-575/I-285 Northwest Corridor (DB), Atlanta, GA, \$647M

Name of Firm: Archer Western | **Project Duration:** 07/2013 - 11/2017 | **Project Role:** DB Project Manager

This project is the single largest transportation project in Georgia's history and includes construction of 30 miles of reversible tolled express lanes and access points on I-75 and I-575 in metro Atlanta. Traffic control systems included automatic gating for the reversible lanes. A similar single-lane reversible facility continues along I-575 and reversible ramps providing connection to and from the I-285 general purpose lanes were also part of the proposed improvements. Russ managed the project from the initial pursuit through construction and led more than 700 design and construction professionals in the day-to-day engineering and construction of roadways, bridges, traffic operations and ITS, utility coordination, and environmental permitting and compliance. Russ He effectively managed tight schedules by utilizing a phased design and construction approach to secure approval of all required permits and 50 early work packages to allow construction to begin in 11 months from NTP. **During the RFP phase, Russ led the development of alternative technical concepts (ATCs) that resulted in \$110 million in savings to GDOT.**

RELEVANCE TO I-64 HREL SEGMENT 4C

- | | | |
|---|---|-------------------------|
| ◆ Tolling infrastructure | ◆ Owner/stakeholder coordination and public relations | ◆ Urban corridor |
| ◆ Expansion of existing roadway network | ◆ Coordination with adjacent projects | ◆ Innovative concepts |
| ◆ Utilities coordination/installation | ◆ Interchange reconfiguration | ◆ Bridges over water |
| ◆ Extensive TMP/MOT | ◆ Permitting and environmental | ◆ Design-build delivery |

2. SCDOT, I-85/I-385 Interchange Reconstruction (DB), Greenville, SC, \$231M

Name of Firm: Flatiron | **Project Duration:** 11/2017 - 03/2019 | **Project Role:** Project Director

This DB project reconfigured the existing I-85/I-385 interchange to a direct-connect, high-level flyover interchange. Project elements consisted of a new collector-distributor roadway, reconfiguration and replacement of ramps, construction of additional lanes, and resurfacing. Scope also included design and construction of 12 new bridges, and the rehabilitation of two existing bridges and retaining walls. As Project Director, Russ was the primary point of contact for SCDOT and was responsible for design, construction, and overseeing the on-site field operations of more than 225 construction and design professionals. He implemented an extensive MOT plan to manage 194,000 ADT. Russ coordinated all cost management, joint venture and SCDOT round table discussions, utility coordination, adherence to ROW limits, safety, environmental compliance and quality control.

RELEVANCE TO I-64 HREL SEGMENT 4C

- | | | |
|---|---|--------------------------------|
| ◆ Expansion of existing roadway network | ◆ Owner/stakeholder coordination and public relations | ◆ Permitting and environmental |
| ◆ Utilities coordination/installation | ◆ Coordination with adjacent projects | ◆ Urban corridor |
| ◆ Extensive TMP/MOT | ◆ Interchange reconfiguration | ◆ Innovative concepts |
| | | ◆ Design-build delivery |

3. CTDOT, I-95 Pearl Harbor Memorial Bridge Replacement, B & E Multi-Phase, New Haven, CT, \$810M

Name of Firm: Walsh | **Project Duration:** 08/2009 - 05/2011 | **Project Role:** Project Director

This project included replacing the existing I-95 Pearl Harbor Memorial Bridge with an extradosed concrete box girder structure which carries 10 travel lanes of I-95 over the Quinnipiac River and improving 7.2 miles of I-95. Work also included the reconstruction of the I-95/I-91/Route 34 interchange and bridge demolition. As Project Director, Russ was responsible for the oversight of all aspects of construction, including direct supervision of project management staff, value engineering, scheduling, and contract administration. He also oversaw permitting coordination efforts with the US Coast Guard for bridge demolition and erection and environmental permitting, regulations and approvals processes. Two major historical structures were within the ROW, resulting in significant delays, but Russ and his team were able to complete the project six months ahead of schedule. In addition, Russ worked extensively with utilities to avoid any delays to the project. Russ' construction operations and excellent relations with the CTDOT and the Engineer of Record resulted in this project being recognized as one of five finalists for the ASCE Outstanding Achievement Award and was awarded the Grand Prize winner of the 2016 AASHTO America's Transportation Award.

RELEVANCE TO I-64 HREL SEGMENT 4C

- | | | |
|---|---|--------------------------------|
| ◆ Expansion of existing roadway network | ◆ Owner/stakeholder coordination and public relations | ◆ Permitting and environmental |
| ◆ Utilities coordination/installation | ◆ Coordination with adjacent projects | ◆ Urban corridor |
| ◆ Extensive TMP/MOT | ◆ Interchange reconfiguration | ◆ Innovative concepts |
| | | ◆ Bridges over water |

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.

Russ is currently available for the HREL 4C Project and will lead the bidding team and ATC development during the RFP phase. He will seamlessly transition to the Project upon Contract Award.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **Santos Vallodolid, PE, Senior Project Manager**

b. Project Assignment: **Entrusted Engineer in Charge (EIC)**

c. Name of the Firm with which you are employed at the time of submitting SOQ: **Dragados USA, Inc.**

d. Employment History: With this Firm: **13** Years; With Other Firms: **5** 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):

Dragados USA, Inc., Senior Project Manager, Design-Build Coordinator/Engineering Manager (02/2008 - Present): As **Senior Project Manager** Santos is responsible for cost control, project scheduling, Owner communication and coordination, executing contracts with subcontractors and vendors, making decisions on strategies for cost improvements, and overall job management. He is involved in major projects in the US for both Dragados USA and Prince Contracting LLC (wholly-owned subsidiary of Dragados USA). As **Design-Build Coordinator/Engineering Manager**, Santos' responsibilities include design/engineering management on multiple complex highway DB projects. He manages the design efforts on behalf of the DB Contractor; coordinates with the lead designer teams and construction staff to review project plans, requirements, and specifications; determines labor and equipment costs; and assesses project risks, logistics, and schedule. Santos works closely with the Lead Designer on DB projects to ensure that all engineering work for the Project is integrated, is in conformance with the Contract Documents, and otherwise delivers a safe, constructible, and functional Project

BOMA INPASA, Project Team Leader/Project Manager (02/2007 - 02/2008): As **Project Team Leader**, Santos' primary responsibilities included managing a team of project managers, technicians, and engineers to carry out structural calculations and project site management. As **Project Manager**, Santos specialized in vertical building and civil engineering prestressed structures. He provided structural engineering, calculations, and design drawings for flagship projects including bridges, foundations, and underground structures .

e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: **Polytechnic University of Catalonia, Spain/ M.S./2005/Civil Engineering**

f. Active Registration: Year First Registered/ Discipline/VA Registration #: **2018/Professional Engineer/No. 0402058983**

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.

**1. ODOT, Southern Ohio Veterans Memorial Highway (DBFOM), Scioto County, OH, \$645M (\$439M DB scope)
Name of Firm: Dragados USA | Project Duration: 06/2015 - 12/2018 | Project Role: Engineering Manager/DB Coordinator**

This DB project consisted of the design and construction of a new 16-mile four-lane, divided, limited-access highway including five new interchanges and 23 new bridges (five steel girder, 16 precast, one precast arch and one multi-plate culvert). Due to the size of the project there was significant coordination with multiple agencies. Maintenance of Traffic required coordination with local communities during road closures. Utility relocations required coordination with over 15 different utility owners for over 130 relocations. There was also significant railroad coordination for construction of five bridges over rail tracks and coordination with Ohio EPA and USACE for both new and modified 401 and 404 permits. The project was completed within budget and ahead of schedule. Santos was responsible for on-site engineering management, in which he managed the design on behalf of the DB Contractor, design progress and coordination with the Owner, local agencies, design team, superintendents, and utilities. He also led the review of project plans, requirements, and specifications with the construction team. Santos worked closely with the Lead Designer to ensure that the engineering work for the project was fully integrated, in conformance with the Contract Documents, and otherwise delivered a safe, constructible, and functional project. Santos coordinated a team of project engineers, surveyors, and

cost controllers to start and keep the project on schedule, prepared accurate quantity takeoffs and compared estimates to determine potential design improvements, analyzed site conditions, and determined design adjustments and refinements to avoid major cost and time impacts.

RELEVANCE TO I-64 HREL SEGMENT 4C

- | | | |
|---------------------------------------|---|-------------------------|
| ◆ Utilities coordination/installation | ◆ Owner/stakeholder coordination and public relations | ◆ Innovative concepts |
| ◆ Extensive TMP/MOT | ◆ Permitting and environmental | ◆ Design-build delivery |
| ◆ Bridge construction | | |

3. FDOT, Interstate 95 (I-95) Express Lanes and Ramp Signals, Phase 3B-2 (DB), Boca Raton, FL, \$148M

Name of Firm: Dragados USA (Prince Contracting) | **Project Duration:** 06/2019 - Present | **Project Role:** Senior Project Manager

This DB project includes extending the existing express lanes north in Palm Beach County. One lane will be added and an HOV lane will be converted to create two express lanes in each direction. The scope of work includes reconfiguration of the SR 808/ Glades Road Interchange to a Diverging Diamond Interchange (DDI). Additional project improvements include overhead sign structure installation, ITS express lane markers, new signalization, lighting, utility relocation and ramp signaling at five interchanges. To minimize noise disturbances to residents, shoulder-mounted sound barrier walls are being constructed along I-95 northbound as well as ground-mounted sound walls adjacent to two other communities. The Clint Moore Road bridge over I-95 is being reconstructed to improve clearance over I-95 travel lanes as well as widening at the Glades Road bridge over the South Florida Regional Transportation Authority (SFRTA) railroad tracks and Military Trail and the I-95 bridge over the C-15 Canal between Peninsula Drive and Linton Boulevard. As Senior Project Manager, Santos is responsible for all aspects of the design and construction, including cost control, schedule, safety, quality, and coordination with the Owner, stakeholders, and project team. He also provides senior oversight for and is involved with making or approving engineering decisions during construction and for ensuring that such decisions relating to one component are evaluated for impacts to the project as a whole.

RELEVANCE TO I-64 HREL SEGMENT 4C

- | | | |
|---|---|-------------------------|
| ◆ Tolling infrastructure | ◆ Owner/stakeholder coordination and public relations | ◆ Urban corridor |
| ◆ Expansion of existing roadway network | ◆ Coordination with adjacent projects | ◆ Innovative concepts |
| ◆ Utilities coordination/installation | ◆ Interchange reconfiguration | ◆ Bridges over water |
| ◆ Extensive TMP/MOT | ◆ Permitting and environmental | ◆ Design-build delivery |

3. FDOT, I-95 Express Lanes and Ramp Signals Phase 3A-2 (DB), Boca Raton, FL, \$150M

Name of Firm: Dragados USA (Prince Contracting) | **Project Duration:** 01/2016 - 10/2019 | **Project Role:** DB Coordinator

This DB project extended the existing express lanes north in Broward County by adding one lane and converting the existing HOV lane to create two express lanes in each direction. Other work included installing ITS and tolling equipment, widening bridges, and installing noise barrier walls at locations along I-95 in both directions. Santos was responsible for on-site engineering management in which he managed the design on behalf of the DB Contractor and worked closely with the Lead Designer to ensure that the engineering work for the project was fully integrated, in conformance with the Contract Documents, and otherwise delivered a safe, constructible, and functional project. He oversaw design coordination for the project including design progress updates and coordination with the owner, local agencies, design and construction teams, and third parties/utility companies. Santos also supported construction staff in the review of project plans, requirements, and specifications; coordinated a team of project engineers, surveyors and cost controllers to start and keep work on schedule; and analyzed site conditions and determined design adjustments and refinements to avoid major cost and schedule impacts.

RELEVANCE TO I-64 HREL SEGMENT 4C

- | | | |
|---|---|-------------------------|
| ◆ Tolling infrastructure | ◆ Owner/stakeholder coordination and public relations | ◆ Urban corridor |
| ◆ Expansion of existing roadway network | ◆ Coordination with adjacent projects | ◆ Innovative concepts |
| ◆ Utilities coordination/installation | ◆ Interchange reconfiguration | ◆ Bridges over water |
| ◆ Extensive TMP/MOT | ◆ Permitting and environmental | ◆ Design-build delivery |

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.

Santos is currently serving as the Senior Project Manager on the I-95 Express Lanes and Ramp Signals Phase 3B-2. Our team has succession plans in place to ensure Santos is available full-time and 100% dedicated to the HREL4C Project upon execution and through the full duration of design and construction until Final Acceptance of the Project. Santos will be on-site full-time from the commencement of construction through Final Acceptance of the Project

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **Anthony Kondysar, PE, Quality Assurance Manager**

b. Project Assignment: **Quality Assurance Manager (QAM)**

c. Name of the Firm with which you are employed at the time of submitting SOQ: **Quinn Consulting Services, Inc.**

d. Employment History: With this Firm: **5** Years; With Other Firms: **30** 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):

Quinn Consulting Services, Quality Assurance Manager (2015 - Present): Anthony provides professional services on both DB and BB transportation and transit projects. He has held the positions of QAM, Design Engineer, Construction Manager, and Project Manager. Anthony's responsibilities as QAM have included supervision of QA inspection staff to verify all work and to perform the testing of materials. He also monitors construction QC programs and ensures samples are performed in accordance with the contract requirements and approved for construction (AFC) plans and specifications.

Virginia Port Authority, Project Manager (2007 - 2015): Anthony served as Project Manager for multiple building, waterfront, rail, pavement, and utility construction projects on Port Authority-operated shipping facilities in Norfolk, Portsmouth, and Newport News, VA. His key responsibilities included oversight and consultation on civil design, waterfront structural, hydrographic surveying, architecture, environmental, fender repair, pavement maintenance, and security fencing term contracts. Anthony represented the Port Authority's interests on multiple major local infrastructure improvement projects.

Alpha Corporation, QAM/Project Manager (2004 - 2007): Anthony served as QAM/Project Manager for various projects with Virginia Port Authority. His responsibilities included the initiation and review of reports, correspondence and other communications required to maintain project schedules and budgets, identification of potential conflicts, and recommendation of cost-effective and timely solutions. Anthony was the liaison between the owner, contractor, and design team to optimize quality, schedule, and budget. He also reviewed change orders, claims, and schedule modifications in accordance with contract terms and negotiated costs for changes in scope.

e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: **Virginia Polytechnic Institute, Blacksburg, VA/Bachelor of Science in Civil Engineering/1985**

f. Active Registration: Year First Registered/ Discipline/VA Registration #: **1990/Professional Engineer/VA # 0402021246**

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.

1. I-64 Capacity Improvements – Section III (DB), York County, VA, \$244M

Name of Firm: Quinn Consulting Services | **Project Duration:** 07/2018 - 12/2021 | **Project Role:** QAM

This project widens I-64 from approximately 1.15 miles west of Route 199 (Exit 234), to 1.05 miles west of Route 199, (Exit 242), extending the three-lane section of I-64 segment II west for approximately 8.2 miles. The improvements include adding a 12-foot-wide travel lane and a 2-foot-wide shoulder in each direction. This work involves the pavement reconstruction of the existing lanes, repair and widening of four bridges, three major culverts, and the replacement of the two Queens Creek bridges. The I-64 East off-ramp to Route 143 was reconstructed and a signalized stop was installed at the end of the ramp. This project also included sound wall installation, drainage improvements, stormwater management facilities, sign structure replacements, corridor-wide landscaping, MOT, work zone traffic control, and environmental monitoring. Anthony's responsibilities include assuring the project is in compliance with contract documents, including the VDOT Minimum QA/QC requirements on DB projects. He manages all aspects of the QA program and directs inspections by QA inspectors and independent QA testing technicians. Specifically, Anthony monitors the implementation and functioning of the project-specific QA/QC Plan; chairs all preparatory meetings; initiates, distributes, and closes all project non-compliance reports (NCRs); oversees entries in the project Materials Book; approves project monthly payments; and maintains the project punch list. By chairing preparatory meetings, Anthony actively partnered with VDOT and contractors to ensure all parties were aware of new upcoming work and the requirements necessary to complete the work.

Anthony proactively reviewed project documentation, such as source of materials and daily inspection reports, to ensure that all work conformed with contract documents and that non-conforming work was removed or repaired early in the construction process to prevent impacts to quality or schedule.

RELEVANCE TO I-64 HREL SEGMENT 4C

- | | | |
|--------------------------------------|--|--|
| ◆ Design-build delivery | ◆ Widening/replacement of six bridges | ◆ Quality management of earthwork, subgrade, asphalt paving, pavement markings |
| ◆ Similar in size | ◆ Partnering with VDOT and the DB team | |
| ◆ I-64 improvements project for VDOT | ◆ Reconstruction of existing lanes | |
| ◆ Similar QA/QC Plan requirements | | |

2. I-564 Intermodal Connector (DB), Norfolk, VA, \$92.5M

Name of Firm: Quinn Consulting Services | **Project Duration:** 01/2018 - 6/2021 | **Project Role:** QAM

The I-564 Intermodal Connector DB project provides a safe high-speed connection from the existing I-564 to Norfolk International Terminals and Naval Station Norfolk. The project includes approximately 2.82 miles of a new four-lane limited access highway with a reconfigured commercial vehicle inspection station for the naval station. Improvements consist of the construction of an interchange, bridges and local connectors, and SWM facilities. Anthony assisted and worked closely with the DB Contractor and the Eastern Federal Lands Division of the Federal Highway Administration (FHWA) in preparing and implementing a project-specific QA/QC Plan that follows both the requirements set forth in VDOT’s Minimum Standards for QA/QC on Design-Build and PPTA Projects as well as the materials acceptance and payment provisions/procedures prescribed in the contract by the FHWA. Anthony partnered with FHWA, the Engineer-of-Record, and the CM to track all field design changes (FDCs), requests for information (RFIs), deficiencies, and non-conforming work (NCRs), and to ensure that all project changes were resolved such that they were agreed to by all parties. Anthony also coordinated all QA staff to ensure that QA inspectors and technicians were on-site to monitor and inspect all construction activities, including QC activities.

RELEVANCE TO I-64 HREL SEGMENT 4C

- | | | |
|--|---|--|
| ◆ Design-build delivery | ◆ Coordination of QA inspectors and technicians | ◆ Partnering with the owner, design team, and construction team to track FDCs and NCRs |
| ◆ Project in close proximity to HREL4C | ◆ Adhered to the requirements set forth in VDOT’s Minimum Standards for QA/QC on DB/PPTA Projects | ◆ Bridge construction |
| ◆ Improvements to local roadways around major interchanges | | ◆ Monitored construction QC |

3. I-64 Capacity Improvements – Segment I (DB), Newport News, VA, \$101.5M

Name of Firm: Quinn Consulting Service | **Project Duration:** 09/2015 - 01/2018 | **Project Role:** QAM

This project involved an operationally independent segment of the widening of I-64. The purpose of the widening was to provide immediate congestion relief to the roadway corridor. The improvements included addition of one 12-foot-wide travel lane and one 12-foot-wide shoulder in each direction, thereby widening a four-lane section to six lanes, using the existing interstate median to limit the amount of right-of-way required to construct the project. Anthony oversaw a team of independent QA inspectors and monitored the contractor’s QC team for compliance with both VDOT’s Minimum QA/QC Standards on Design-Build Projects and the project-specific QA/QC plan. Anthony performed all necessary QA functions, both in the field and in the office. Field work consisted of managing a team of inspectors for all aspects of the project and ensuring they were up to date on all approved project documentation. In the office, Anthony maintained the project materials notebook and attended preparatory and progress meetings to ensure open lines of communication with all project stakeholders.

RELEVANCE TO I-64 HREL SEGMENT 4C

- | | | |
|--|--|--|
| ◆ Design-build delivery | ◆ Segment widening to provide immediate congestion relief | ◆ Limited the amount of ROW required to construct the project |
| ◆ I-64 improvements project for VDOT | ◆ Monitored the contractor’s QC program | ◆ Performed all QC functions both in the field and in the office |
| ◆ Adhered to the requirements set forth in VDOT’s Minimum Standards for QA/QC on DB Projects | ◆ Attended meetings to communicate effectively with project stakeholders | |
| ◆ Oversaw independent QA inspectors | | |

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.

Anthony is currently assigned to the I-64 Capacity Improvements Segment III project, which is scheduled for on-time completion in December 2021. On the HREL4C Project, he will be available to be on-site full-time for the duration of construction operations.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **Mike Kling, PE, PTOE, PMP, East DOT Alternative Delivery Manager**

b. Project Assignment: **Design Manager (DM)**

c. Name of the Firm with which you are employed at the time of submitting SOQ: **Atkins North America**

d. Employment History: With this Firm: **.5** Years; With Other Firms: **20.5** 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):

Atkins North America, East DOT Alternative Delivery Manager (01/2021 - Present): Mike is the Business Development, Program Director and Project Manager for Alternative Delivery Projects for Departments of Transportation in the Eastern US comprising a geographic region from Massachusetts to Georgia east of the Mississippi River. His responsibilities include: alternative delivery project management, alternative delivery contract review, and independent technical and quality reviews

Kleinfelder, Inc., Mid-Atlantic Director of Transportation (04/2021 - 12/2021): Mike served as the Highway and Traffic Engineering Practice Lead, Civil Technical Quality Reviewer, and Business Development Manager for the Transportation Market comprising a geographic region from Connecticut to Virginia. His responsibilities included transportation Market/project business development, serving as the highway/roadway engineering technical lead on transportation projects, and facilitating technical and quality reviews for general civil engineering projects.

Mott MacDonald, LLC, Principal/Senior Associate (03/2010 - 04/2020): Mike held the roles of Unit Deputy Highway Engineering Practice Lead, Transportation Project Director, and Transportation Project Manager. His responsibilities included direct oversight of approximately 25-30 staff members, design and management of traditional bid-build and design build projects of varying complexities and contract values. He was also responsible for developing and maintaining standard engineering practices, standards, and technologies for highway/roadway engineering design, region wide, as the practice lead.

Langan Engineering and Environmental Services, Project Manager (11/2005 - 03/2010): Mike was responsible for project management, technical oversight, and independent technical reviews for transportation improvement projects and private development projects requiring off-site roadway improvements.

Boswell Engineering, Senior Design Engineer/Project Engineer (06/2000 - 11/2005): Mike was responsible for the preparation of roadway, traffic, bridge, and drainage design and construction bid documents for roadway, intersection, and bridge projects.

e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: **New Jersey Institute of Technology, Newark, New Jersey/Master of Science in Civil Engineering/2005/ Civil - Transportation Engineering**
Stevens Institute of Technology, Hoboken, New Jersey/Bachelor of Engineering/2000/Environmental Engineering

f. Active Registration: Year First Registered/ Discipline/VA Registration #: **2017/Civil Discipline/VA # 0402057570**

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.

1. I-64 Hampton Roads Bridge Tunnel (HRBT) Expansion (DB), Hampton & Norfolk, VA, \$3.3B

Name of Firm: Mott McDonald | **Project Duration:** 02/2018 - 04/2020 | **Project Role:** Deputy Design Manager

This DB project involves the widening and expansion of I-64 from a two-lane cross section to a four-lane cross section between Settlers Landing Road in Hampton City to I-564 interchange in Norfolk, including the HRBT crossing across the Chesapeake Bay. Two new eastbound tunnels will be constructed, and the two existing tunnels will be converted to provide westbound traffic capacity. The project will provide two general purpose lanes and two HOT/Express Lanes in each direction. Mike worked with the HRCF team, comprised of the same JV entities that make up HRXP. As the Deputy Design Manager for "waterside" works during the pre-bid/tender phase and final design LNTP1, LNTP2 and LNTP3 commencement, Mike managed the new 41.5 twin bored tunnel alignment and construction, island expansion, reconstruction and circulation, new facility buildings, tunnel and island service utilities including a new electrical substation at Willoughby Spit, tunnel drainage, tunnel SCADA and ITS. He also coordinated with the design JV partner for design elements including marine trestle alignment with tunnel approach and tunnel alignment, marine trestle interface with island expansion, and survey. Additionally, Mike was responsible for the pre-bid design, ATCs, and proposal development. He oversaw the final design and the preparation and delivery of RFC design packages. Mike coordinated

directly with the DB team's (comprised of the same firms as HRXP) Regulatory Permitting Manager and with the Construction Manager for integration of constructability, temporary works, and construction means and methods. He prepared the design schedule, implemented the design quality program, coordinated with subconsultants to help achieve the team's 32% DBE/SWAM goal, and managed the budget.

RELEVANCE TO I-64 HREL SEGMENT 4C

- ◆ Design-build delivery
- ◆ Major project for VDOT
- ◆ Part of the I-64 HREL Network
- ◆ HRXP is comprised of the same JV team members
- ◆ Coordination with adjacent projects
- ◆ ROW acquisitions
- ◆ General Purpose & HOT/HOV lanes

2. CBBT Parallel Thimble Shoal Tunnel (PTST (DB), Virginia Beach, VA, \$760M

Name of Firm: Mott McDonald | **Project Duration:** 05/2015 - 04/2020 | **Project Role:** Design Manager

This DB project includes a new, two-lane 39.5' bored tunnel in the northbound direction and conversion of the existing tunnel to two-lane southbound direction operation. The project also includes marine trestle superstructure reconstruction and pile bent rehabilitation, portal island expansion and reconstruction, utility relocations, and tunnel support building construction. The project will improve safety and facility operations by removing one of the existing tunnel bottlenecks, and providing a true, directionally separated roadway along most of the facility's 20-mile length. Mike served as the Highway/Civil Area Manager during the pre-bid/tender phase and Design Manager for all design components during final design. He coordinated directly with the DB Contractor team, led by Dragados, Mike's responsibilities included development of preliminary highway alignments, pavement assessment island circulation and reconstruction, tunnel support building layout, drainage design, and assessment of utilities. Responsibilities during final design included: management and oversight of all final design components in accordance with VDOT and FHWA standards; production and delivery of RFC packages; integration and coordination of constructability, temporary works, and means and methods; development and implementation of the design QA/QC program; development of regulatory permit documents for the Army Corps Joint Permit (including IHA and VDEQ permits) and the Hampton Roads Sewer Permit; and coordination with the CBBT District on design package reviews and technical engineering solutions. Mike was also responsible for the commercial and financial management of design services, design schedule preparation and management, subconsultant coordination inclusive of a 6% DBE goal, and resource management.

RELEVANCE TO I-64 HREL SEGMENT 4C

- ◆ Located 12 miles east of the HREL4C Project
- ◆ Highway realignment and bridge rehabilitation
- ◆ In-water marine pile driving and tidewater conditions
- ◆ Collaboration with Dragados
- ◆ Similar regulatory permits
- ◆ Coordinated with many of the same utility providers (Dominion Power and Verizon)

3. Northeast Boundary Tunnel (NEBT) (DB), Washington DC, \$580M

Name of Firm: Mott McDonald | **Project Duration:** 08/2016 - 03/2017 | **Project Role:** Deputy Design Manager

As part of the DC Water Clean Rivers Program to eliminate combined sewer overflows, significantly increase sewer capacity, and improve water quality, the North East Boundary Tunnel included the construction of a 100-foot deep, 23-foot diameter CSO tunnel for five miles throughout the eastern Washington DC area. The DB project included significant ROW and permanent easement acquisitions, substantial reconstruction, improvements to arterial, collector, and local roadways, utility relocations, complex traffic control, construction staging, and road user safety and accessibility considerations. Mike was responsible for civil engineering components including roadway reconstruction, MOT and construction staging, utility relocations, and road user accessibility and safety. He developed detailed construction staging and MOT schemes, conducted initial traffic investigations required to support the staging schemes, designed preliminary roadway reconstruction, and identified preliminary utility relocations and design, including roadway drainage, roadway lighting, traffic signals, and private utility providers. MOT, construction staging, and identification of utility requirements were critical to developing the construction schedule, including potential early work packages. Mike's responsibilities also included coordination efforts for the required transportation related work permits.

RELEVANCE TO I-64 HREL SEGMENT 4C

- ◆ Relocation of critical utilities, similar to the Dominion Power lines constraining the EB Hampton River Bridge reconstruction on HREL4C
- ◆ Significant number of ROW takings and permanent easements
- ◆ Historic and sensitive receptors, similar to those on HREL4C
- ◆ Complex MOT and construction staging

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

Mike has been committed to lead the design team during the RFP phase and will continue his involvement full-time to lead the design efforts upon Contract execution. He will be available as needed during construction.

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.

a. Name & Title: **David Barrier, Construction Manager**

b. Project Assignment: **Construction Manager (CM)**

c. Name of the Firm with which you are employed at the time of submitting SOQ: **VINCI Construction Grand Projets (VCGP)**

d. Employment History: With this Firm: **5** Years; With Other Firms: **8** 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):

VINCI Construction LLC (100% owned subsidiary of VCGP), Deputy Construction Manager (04/2019- Present): David led the coordination for the environmental permitting during the LNTP phase of the HRBT Expansion project, and is currently Deputy Construction Manager on the \$3.3B HRBT Expansion DB project.

VCGP, Bid Manager (2015- 2019): David participated in the bid processes for targeted projects in North America (Ottawa LRT DBFM project, HRBT Expansion project, etc.) with detailed technical and financial proposals. His responsibilities included contract negotiation with the client, leading a technical task force, legal, insurance, and financial coordination with support services, leading the estimating and procurement process, reviewing the design, and making technical decisions.

Pomerleau Inc. (Montreal, Canada), Technical Construction Manager (2013-2015): David was responsible for managing construction methods for various projects of the firm (Burgoyne Bridge, Multi-Users Berth of Sept-Ile, etc.), providing technical assistance to construction sites during the execution phases for new bridge construction, bridge repairs, port and marine works, etc. David oversaw the foundations work, bridge piers, girder launch and installation of the arch and cables of a suspended bridge, wharf structure, marine works, and temporary works.

Pomerleau Inc. (Montreal, Canada), Construction Methods Engineer (2009-2013): David devised all the construction methods for the replacement of the deck of the existing Honoré Mercier's bridge (Montréal), a \$80M DB project. He also determined the construction methods and temporary works for the existing Champlain's bridge rehabilitation (piers, pier caps, structural girders, etc.) over the St Laurent's River.

Bouygues TP (various locations), Project/Field Engineer (2007-2009): David was involved in various projects for the firm as a Project/Field Engineer. On the Tanger RORO Ferry Port in Tanger, Morocco, a \$181M DB project, David oversaw construction works for the superstructures of the pre-cast concrete caissons of the new Tanger wharf. David supervised a team of 150 personnel, prepared necessary work plans, organized material and equipment supplies, managed subcontractors, and coordinated the operations with the offshore operations team. David served as Field Engineer on the Chong Ming Tunnel in Shanghai, China, a \$224M project for a 4.66 miles-long twin-tube tunnel HKW-DSD Stormwater Drainage Tunnel in Hong Kong, China, a \$121M DB project.

e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: **McGill University, Montreal, Canada/ General Management Diploma/2014 | Ecole Centrale Lyon, France/Construction Management/2006 (equivalent to a Master of Science in Civil Engineering)**

f. Active Registration: Year First Registered/ Discipline/VA Registration #: **David with hold the DEQ , RFL ad ESCCC certifications prior to the commencement of construction.**

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.

1. I-64 Hampton Road Bridge-Tunnel (HRBT) Expansion (DB), Norfolk and Hapton, VA, \$3.3B

Name of Firm: VINCI Construction LLC | **Project Duration:** 04/2019 - Present | **Project Role:** Deputy Construction Manager

The HRBT Expansion project, a \$3.3B DB project, is currently in progress to increase tunnel and interstate capacity along 9.9 miles of I-64 between the cities of Hampton and Norfolk. It features the construction of new marine trestles totaling three miles long, 33 structures, new twin two-lane tunnels of 1.5 miles-long each bored under the Chesapeake Bay parallel to the existing tunnel, along with Interstate widening and reconfiguration to accommodate two general purpose lanes, one HOT/HOV lane with a 3-foot buffer, and one part-time hard running shoulder in the eastbound and westbound directions. The project is the largest project ever awarded

by VDOT. During the LNTP phase, David led coordination efforts for environmental permitting. With David’s involvement, the team successfully gained the necessary approvals in order to start construction earlier than anticipated. He is currently the Deputy Construction Manager on this project for VDOT. His responsibilities include ensuring proper planning and procurement for construction works, preparing validation and contractual submittals, allocating proper resources for the start of the early work in four areas, as well as MEP and systems. David is managing field activities including MOT, safety, quality, utility coordination, and equipment resources. During the bid phase, he coordinated the estimate and procurement process for the development of the financial proposal and was involved in review and development of the design and technical decisions for the technical proposal. David will use the valuable experience gained on this connecting DB project for VDOT to effectively manage the construction process on HREL4C, ensure seamless coordination, and to maximize efficiencies on both projects.

RELEVANCE TO I-64 HREL SEGMENT 4C

- ◆ Major design-build contract for VDOT, adjacent to HREL4C
- ◆ Reconstruction and widening carried out over Interstate 64
- ◆ Coordination with historical properties
- ◆ Urban corridor connecting the cities of Hampton and Norfolk
- ◆ Acquiring ROW and necessary environmental permits, including USCG, USACE, DEQ, and VMRC
- ◆ Common Executive Committee
- ◆ Interface and coordination with adjacent projects
- ◆ Same construction firms that make up HRXP are currently delivering the HRBT Expansion project, ensuring concurrent operations are seamless

2. Burgoyne Bridge, Saint Catharines ON, Canada, \$53M

Name of Firm: Pomerleau Inc. | **Project Duration:** 2014-2016 | **Project Role:** Technical Construction Manager

The project consisted of replacing an existing two-lane bridge with a new 1,090-foot long highway bridge, a 7-span, 2-lane (one in each direction) structure. The bridge included a 410-foot long arch span over the river to connect the downtown core in Ontario, Canada over Highway 406 and Twelve Mile Creek Park. The scope of work also included lightweight fill approaches, demolition of the existing bridge, lighting and utilities, underground work, road work, and landscaping. The bridge steel structure was erected using the launching technique. David managed all the construction methods regarding bridge foundations, piers, girder launch, and the installation of the arch and cables of the suspended bridge. He also oversaw the demolition of the existing bridge. David supervised all construction field activities and subcontractors for demolition, steel structure installation, and cables installation. He provided technical assistance to the team throughout construction operations. The project was awarded the CISC-Ontario Steel Design Awards of Excellence – “Bridges” Category, in 2017.

RELEVANCE TO I-64 HREL SEGMENT 4C

- ◆ Highway project
- ◆ No disruptions to traffic
- ◆ Urban corridor
- ◆ Sequentially assembled structure for enhanced MOT
- ◆ Bridge Construction over water
- ◆ Early east span opening for traffic congestion relief
- ◆ Creative approach to bridge building

3. Champlain Bridge Rehabilitation, Montreal, Quebec, Canada, \$180M | Name of Firm: Pomerleau Inc.

Project Duration: 2012-2014 | **Project Role:** Project Engineer - Construction Means & Method Engineer

The Champlain Bridge spans the St. Lawrence River linking the Island of Montréal to the south shore. The bridge needed to be reinforced due to structural deterioration. The work involved heavy lifting of structural components, use of marine equipment to install large steel trusses under bridge, repairs of structural girders, piers (including submerged parts), expansion joints, piers caps, and concrete slabs. David was in charge of the design and construction methods for temporary access and trestles for the equipment and jack-up systems, and for the cofferdams under the bridge to allow for piers works in dry conditions. He oversaw the design of the temporary works to ensure deck replacement and steel beams strengthening, as well as working platforms and access towers for the workers. David coordinated construction means and methods and temporary works with the CM and Superintendent and was involved in day-to-day construction operations.

RELEVANCE TO I-64 HREL SEGMENT 4C

- ◆ Design-build delivery
- ◆ Limiting impacts to a marine environment
- ◆ Environmental permit coordination
- ◆ Complex logistics plan and site coordination
- ◆ Bridge over water
- ◆ Temporary works

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.

David is currently serving as the Deputy CM on the adjacent HRBT Expansion. With the entire construction team now fully mobilized on HRBT, the HRCP Executive Committee has a plan in place to begin the transition of David’s responsibilities to each of the Segment Managers, MOT Managers, and Utility Managers. Upon HREL4C Project Award, he will be fully dedicated to his CM role and will be involved as early as the design phase. David will be 100% available to the HREL4C Project prior to commencement of construction and will be on-site full time during construction.

APPENDIX I

3.4.1(a) Lead Contractor - Work History Form

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-595 Corridor Roadway Improvements Location: Broward County, Florida	Name: AECOM Technical Services, Inc.	Name of Client/ Owner: Florida Department of Transportation (FDOT) Project Manager: Paul Lampley Phone: (954) 790-2413 Email: Paul.Lampley@dot.state.fl.us	03/2014	03/2014	\$1,197,000	\$1,211,000 (Increase due to owner-initiated change orders)	\$1,211,000 (100% Share)

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>■ Summary of Work Performed As the Design-Builder and sole Lead Contractor, Dragados was responsible for all aspects of design and construction for this design-build-finance-operate-maintain (DBFOM) complex highway project. Dragados performed/oversaw all civil works and managed the MOT, ROW, environmental compliance, utility relocations, public outreach, and coordination among all regulatory agencies involved. .</p> <p>The \$1.2B I-595 project was the largest project in the history of FDOT at the time of construction. The DBFOM project included the complete reconstruction and improvements to a 10.5-mile segment of the freeway corridor between the I-75/Sawgrass Expressway interchange and the I-95/I-595 interchange. The work involved the reconstruction, widening, and resurfacing of the I-595 mainline and the SR-84 frontage road, construction of three reversible express lanes (known as 595Express), deployment of various Intelligent Transportation Systems (ITS) elements for the express lanes and the general purpose lanes. More than 60 bridges were built or reconstructed, including widenings, new steel girder and concrete bridges with spans up to 158 feet long, and seven braided ramps, including four-span steel girder bridges with post-tensioning caps and individual spans up to 212 feet long. Several miles of variable profile concrete retaining walls were necessary between parallel roadways to support the difference in elevations between parallel roads. With express lanes, express bus service, and a bike/ pedestrian greenway, the project improved multimodal travel for the region by widening the heavily-traveled highways, the medians, and approach structures throughout the urban corridor.</p>	<p>■ Delivering projects in developed urban corridors: The urban corridor had daily traffic volumes of 200,000 vehicles. Dragados successfully minimized impacts to the public by maintaining the same number of lanes available to the travelling public and the original speed limits (55 mph) through the various construction phases. The team developed and implemented a detailed traffic control plan to maximize construction operations during off-peak hours and maintain access to existing properties along westbound SR-84 throughout construction. Dragados ensured the safety of workers and vehicular traffic by installing 220,000 LF of temporary concrete barrier to separate traffic from construction operations.</p> <p>■ Use of innovative design solutions and construction techniques: The project featured interchanges and 63 bridges which presented technical challenges in the constrained urban corridor. FDOT's original design included an additional flyover at the most congested intersection of the project, which required demolishing the existing flyover due to geometric constraints. This was costly and presented potential traffic impacts during construction. Specifically, an existing 700-foot-long flyover structure conflicted with the proposed construction of the expanded interstate below. Dragados and the project team presented several Alternative Technical Concepts (ATCs) to FDOT that preserved existing structures on the I-595 corridor that were originally planned to be replaced. The team's innovation refined the alignment by placing the new express lanes in the former eastbound lanes, rather than in the I-595 median. The flyover's foundations could then stay where they were, but the superstructure needed to be raised to meet vertical clearance requirements. The vertical conflict was eliminated by jacking and realigning most of the existing flyover structure and extending the length of one span to make room for the planned construction on I-595. The O&M team were closely involved during the process to ensure that the approach resulted in a whole lifecycle savings to FDOT by evaluating the routine and major maintenance impacts of this solution. Ultimately, this innovation saved \$40M.</p> <p>■ Limiting impacts to the travelling public and affected businesses and communities, including commitments to strategies to minimize congestion during construction: Up-to-date construction bulletins were posted on the project website alerting the public to closures and new diversion routes. Dragados coordinated with local city officials, businesses, schools, and residential complexes to minimize impacts. The public information team reviewed the work schedule and</p>	<p>communicated via message boards, emails, phone calls, and meetings to advise the public and stakeholders of planned activities and to coordinate special requests.</p> <p>Additionally, Dragados installed 13 sound barriers providing noise abatement for the 21 communities adjacent to the project site. Dragados also developed and implemented a detailed vibration monitoring plan for the entire duration of the project. This included special attention for installation of the precast concrete piles and prohibiting this work at night to avoid disturbing the nearby neighborhoods. Biannual public workshops were held with the public and local officials to disseminate project information. For example, the public expressed interest in changing the original design/schedule in order to improve traffic flow on SR-84 a year earlier than required. With FDOT's cooperation and input from the public, Dragados opened this roadway one year earlier to the relief of the traveling public. The team also maximized work during off-peak hours and maintained access to existing properties. Dragados successfully minimized congestion during the various construction phases by maintaining the same number of lanes available to the travelling public and the original speed limits (55 mph).</p> <p>Dragados also planned and performed demolition of two major bridges, which required minimizing impacts to the existing facilities below and adjacent to this work:</p> <ul style="list-style-type: none"> ◆ Ramp N Bridge at University Drive Intersection: Demolished and reconstructed two spans and intermediate piers and the end bent to accommodate the expansion of I-595 through the intersection. ◆ Bridge over the Florida Turnpike: Completely demolished a two-span structure over the Florida Turnpike in a single weekend to minimize the impacts to traffic. <p>■ Developing and managing effective communication strategies with business owners and other key stakeholders: Dragados coordinated, scheduled, and negotiated utility agreements with numerous overhead and underground utilities needed for the design and construction work. The work required coordination with numerous municipalities and third party agencies, throughout the urban corridor, and initially delayed the start of construction in mid-2010. The project team was able to recover this lost time through partnering and working toward common goals. For example, agency reviews were streamlined to 21 days from 28 and daily workshops</p>	<p>were implemented to enhance communication among all parties. The work along I-595 just west of the ramp to the northbound I-95 required coordination with a railroad, including installation of two fiber optic cables under the railroad.</p> <p>Dragados worked closely with the local communities and provided significant opportunities for local businesses and workers in the area. Dragados integrated local subcontractors into the team and exceeded the 8.1% DBE goal for a final DBE participation of 13.6%. The team also implemented an On-the-Job Training (OJT) program that resulted in 164 graduates, well over the goal of 118 graduates.</p> <p>■ Key Staff Involvement Executive Committee Member, Jose Antonio Lopez-Monis, was the Project Executive on this project.</p> <p>■ Project Awards</p> <ul style="list-style-type: none"> ◆ DBE Utilization Achievement Award – FDOT ◆ North American Transport Deal of the Year – Project Finance Magazine ◆ Project of the Year – American Road and Transportation Builders Association (ARBTa)
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RELEVANCE TO I-64 HREL SEGMENT 4C

- ◆ Complex MOT for high volume traffic corridor of 200,000+ ADT, with multi-modal coordination
- ◆ Design-build project completed on time
- ◆ Widening of existing highway and construction of three new reversible toll lanes in a confined urban corridor and alongside bodies of water
- ◆ 60+ bridges were built, reconstructed, or widened
- ◆ Coordination with multiple stakeholders (including railroads, utilities, local residents, and businesses)
- ◆ Seven milestones were completed ahead of schedule

Evaluation Criteria Highlights

■ Finishing contracts on time or earlier than the original contract fixed completion date: The project was completed on time and on budget. The difference in original and final contract values was less than one percent as a result of owner-requested changes. Zero days were added to the schedule and seven milestones were completed ahead of schedule.

“We delivered it on the same day we said we would, five years earlier. It really shows this model will work. Florida DOT is very proud of this Project.”— Paul Lampley, FDOT, Project Manager

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: Ohio River Bridges - East End Crossing Location: Louisville, KY and Southern, IN	Name: Jacobs Engineering (Designer of the DBJV) Parsons (Client's Engineer)	Name of Client/ Owner: Indiana Finance Authority Project Manager: Ronald Huestis, PE Phone: (317) 691-6620 Email: rheustis@indot.in.gov	10/2016	12/2016 <i>(Due to extreme flooding of the Ohio River in March and April of 2015, which halted construction activities, the owner pushed the substantial completion date by two months.)</i>	\$763,000	\$763,000	\$305,200 (40% Share)

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>■ Summary of Work Performed The Ohio River Bridges - East End Crossing DBFOM project includes a new dual 2-lane dual roadway (expandable to dual 3-lane) running over 8.5 miles between Kentucky and Indiana, and crossing the Ohio River. The project was a catalyst for economic growth on both sides of the river, completing the I-265 loop connecting Jefferson County in Kentucky with southern Indiana.</p> <p>VINCI Construction Grands Projets (VCGP), was fully responsible for the turnkey delivery of the project. Major work included: roadway construction and improvements, two major interchanges, 19 additional bridges, tolling and ITS infrastructure, 1,700-foot long twin bore tunnels on the Kentucky approach connecting to a 2,500-foot elevated approach span and a 2,599-foot long twin tower cable-stayed bridge. Some sections included work on/over the adjacent railroad (CSXT) with specific safety and execution procedures. Four bridges over railroads were constructed with no disruption on traffic (railway and roadway) during operations.</p>	<p>underground to accommodate bridge construction, along with relocating transmission and distribution lines for gas and electricity. This project also required permitting coordination with USCG, USACE, and FAA. The completed project generated more efficient traffic circulation in Jefferson County and a reduction in traffic congestion in downtown Louisville.</p> <p>■ Use of innovative design solutions and construction techniques: VCGP's in-house engineering department redesigned features on the Indiana interchange to enhance the level of service of the new highway, all while reducing environmental impacts and optimizing MOT during construction. A similar approach was executed with the tunnel reach. Seven ATCs were developed to provide solutions that enhanced the design, delivered long-term benefits to safety and maintainability, and provided the owner with a net present value savings, while meeting all project objectives and minimizing environmental impacts. A sampling of ATCs and other technical solutions that were incorporated into the project include:</p> <ul style="list-style-type: none"> ◆ Optimized roadway profile (improving sustainability, minimizing construction impacts [noise, dust, etc.] and on-site aggregate production) ◆ Design improvement of the roundabout interchange implementing two multi-lane roundabouts (that replace the crossover diverging diamond and traffic signals) and one single-lane roundabout (that replaces two loop ramps) that provide a safer and higher level of service, reduce traffic management staging from six to three stages, reduce pavement and bridge area, and reduce long-term maintenance ◆ Replacement of a specific construction material (reducing long-term maintenance and environmental impacts, and enhancing aesthetics to blend into the surrounding landscape) ◆ Enhanced SR 265/SR 62/Port Road interchange, providing a higher quality long-term asset with reduced maintenance (improved construction efficiency for this element of the project by 40% compared to the original concept) <p>■ Limiting impacts to the traveling public and affected businesses and communities, including commitments to strategies to minimize congestion during construction: Close communication with area residents and businesses, as well as detailed traffic control planning,</p>	<p>were critical to project success. A detailed logistics plan was developed to minimize the impacts to the stakeholders while allowing for construction productivity. The team developed a standard approach to working with each affected entity as construction activities neared their respective locations. Coordination of special event calendars occurred on a monthly basis and dedicated stakeholder meetings were held throughout the construction phase. The team integrated off-peak work hours and night shifts to minimize impacts to the public. The DBJV, through its MOT Manager and its Public Information Coordinator, worked closely with the Port of Indiana, businesses, and local residents to ensure safe unrestricted access and limited disruption due to construction activities.</p> <p>■ Developing and managing effective communication strategies with business owners and other key stakeholders: To ensure that the DBJV received input from several corridor-wide stakeholders, a Public Information Coordinator led external consultation and communication efforts. The Public Information Coordinator and the design team consulted stakeholders and received feedback to be used in design development for enhanced integration and project acceptance. The project team held a series of public information sessions and open houses to help familiarize the public with the project's design.</p> <p>The project team also worked closely with the community to assess local employment and training needs, partnering with community-based organizations to implement training programs that elevated the skills of the workforce not just for this project, but for future career opportunities in the construction industry.</p> <p>The DBJV identified several construction and design subcontracting opportunities, as well as opportunities for material suppliers, and prepared specifically packaged work scopes to foster DBE involvement in the subcontracting plan. The contractual DBE goal of 9% was exceeded, with a final 9.23% participation achieved. The DBJV managed more than 100 subcontractors and suppliers (representing 30% of the works), and was fully responsible for community outreach, public safety, and jurisdictional coordination.</p> <p>■ Key Staff Involvement Executive Committee Member, Christian Tricoire, was the Deputy Construction Manager on this project.</p>	<p>■ Project Awards</p> <ul style="list-style-type: none"> ◆ 2016 Envision™ Platinum Certification (Sustainable Management) ◆ 2016 Governor's Safety and Health Award ◆ 2014 ORB - Silver Award (Quality) ◆ 2013 ORB - National Deal of the Year (Quality) 
<p>Evaluation Criteria Highlights</p>		<p>RELEVANCE TO I-64 HREL SEGMENT 4C</p> <ul style="list-style-type: none"> ◆ Design-build delivery ◆ 19 bridge structures ◆ Bridge demolition work ◆ Work on/over an adjacent railroad ◆ Tolling and ITS infrastructure ◆ Construction of two major interchanges within an urban corridor ◆ New major bridge crossing over a navigable waterway ◆ New ITS system and integration with existing systems ◆ Innovative design solutions and construction techniques ◆ Utility relocations ◆ Permitting coordination with USCG, USACE, and FAA; railroad coordination with CSX Transportation; coordination with utility owners ◆ Complex MOT and staging 	
			

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: TIP B-2500B, NC-12 Rodanthe Bridge Long-Term Improvements (Phase IIb) Location: Rodanthe, NC	Name: Rummel, Klepper & Kahl, LLP (RK&K)	Name of Client/ Owner: North Carolina Department of Transportation (NCDOT) Project Manager: Randy Midgett, PE, Phone: (252) 482-1850 Email: midgett@ncdot.gov	10/2021	01/2022 <i>(Contract extension due to permitting delays and weather impacts)</i>	\$145,300	\$154,900 <i>(Increase due to owner-initiated change orders)</i>	\$154,900 (100% Share)

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>■ Summary of Work Performed Flatiron is the Lead Contractor on this design-build project which consists of building a new 2.4-mile bridge, elevating existing NC 12 that runs parallel to the Atlantic Ocean shoreline over a flat, sandy surface. The project provides long term improvements to NC 12 from just north of the Rodanthe historic district to north of the "S curves" (approximately 1.9 miles north of Mirlo Beach). The "S curve" area is a stretch of road prone to breaches, specifically the breach that was created by Hurricane Irene in August 2011, which cut off access to Hatteras Island for several weeks. NCDOT chose the final alignment for the bridge to reduce impacts to both the Pea Island National Wildlife Refuge as well as the submerged aquatic vegetation found in the shallow waters of the Pamlico Sound.</p>	<p>Flatiron utilized weekly coordination meetings with NCDOT, as well as communications directly with the contractors or utility owners managing these projects to mitigate impacts such as lane or road closures for accessing and transporting labor, materials and equipment to the project. For operations directly adjacent to the project, such as utilities, joint preconstruction meetings were held so that all stakeholders could relay the concerns/coordination needs. These meetings have led to minimal impacts from adjacent projects.</p> <p>■ Delivering projects in developed urban corridors: Although the Rodanthe Bridge is not located in an urban corridor, the existing NC 12 highway is the main route for local and tourism traffic along the Outer Banks corridor. The local population can balloon from 35,000 in the offseason to over 200,000 during summer. Flatiron's goals were to reduce work zone impacts to motorists, maintain safety and mobility during project construction, and strive for zero work zone accidents so motorists and workers arrive home safely.</p> <p>■ Use of innovative design solutions and construction techniques: The Flatiron team developed several innovative design solutions and construction techniques including the following:</p> <p>Innovative Design Solutions</p> <ul style="list-style-type: none"> ◆ Florida I-Beams to eliminate intermediate diaphragms (reduced schedule) ◆ 54-inch precast prestressed concrete cylinder piles to support bent caps and eliminate footings (reduced environmental impacts) ◆ Stainless steel rebar (extended bridge life/corrosion resistance) ◆ Partial depth precast deck panels (reduced schedule) ◆ Maximized use of bridge span lengths to reduce number of foundations (reduced schedule and environmental impacts) <p>Innovative Construction Techniques</p> <ul style="list-style-type: none"> ◆ Flatiron's Advancing Rail System's leapfrogging structure (reduced environmental impacts) ◆ Flatiron's Advancing Rail System's ability to eliminate all in water marine work/ barges (reduced environmental impacts) ◆ Concrete pile saw cutting without water eliminates concrete slurry in water (reduced environmental impacts) ◆ Ganged overhang brackets allows for setting eight brackets at a time rather than one (reduced schedule) 	<p>■ Limiting impacts to the traveling public and affected businesses and communities, including commitments to strategies to minimize congestion during construction: Flatiron has used the following techniques to limit impacts to the nearby communities and the travelling public, as well as to minimize congestion during construction:</p> <ul style="list-style-type: none"> ◆ Maximizing the use of precast elements to reduce cast-in-place concrete and the number of trucks on the road from concrete deliveries ◆ Scheduling the roadway scope of work to occur outside of the tourist seasons from May through September ◆ Scheduling concrete pours for early in the morning during the peak tourist season ◆ Partnering with NCDOT to provide updated project information for public meetings regarding upcoming construction activities ◆ Constructing additional haul road access points to minimize construction traffic having to make hard left turns or sharp turns onto site ◆ Providing additional escort vehicles during peak tourist season to ensure vehicles are safely guided through work area <p>■ Developing and managing effective communication strategies with business owners and other key stakeholders: Flatiron's Project Manager serves as a single point of contact for the NCDOT Communications Office and Resident Engineer. From the outset of the project, Flatiron has partnered with NCDOT in providing necessary public information materials for project impacts to the public. Additionally, Flatiron meets weekly with NCDOT to provide a 5-week look-ahead schedule as well as to communicate upcoming construction activities. NCDOT is then able to communicate with local businesses and homeowners regarding early morning deck pours as well as upcoming traffic shifts.</p> <p>■ Key Staff Involvement General Superintendent, Jerad Arno, is currently the Construction Manager on this project. He will transition to the HREL4C Project and be on-site full-time for the duration of the construction phase to support our CM with field oversight.</p>	<p align="center">RELEVANCE TO I-64 HREL SEGMENT 4C</p> <ul style="list-style-type: none"> ◆ Design-build delivery ◆ State DOT project ◆ Located in the Mid-Atlantic region ◆ Innovative design and construction techniques ◆ Complex bridge construction over tidal waterway ◆ Complex environmental permitting and methods to minimize environmental impacts ◆ Coordination with adjacent projects ◆ Limiting impacts to the traveling public ◆ Stakeholder coordination 	
<p>Evaluation Criteria Highlights</p> <p>■ Finishing contracts on time or earlier than the original contract fixed completion date: Flatiron is working with NCDOT on a contract extension due to various project impacts which have affected the schedule, namely permitting and weather. Despite these impacts, Flatiron has employed several approaches to meet or exceed the contract finish date, including working with NCDOT to utilize the design-build process by starting work in areas as environmental permits and designs become available (e.g., mobilizing and starting work outside of Coast Guard permitted areas). This approach mitigated the impacts from the already existing permit delays. Additionally, Flatiron is utilizing its innovative Advancing Rail System that combines the ability to straddle the newly built bridge structure and leap frog temporary work sections. Flatiron is also emphasizing the use of precast elements throughout the project: precast piling, caps, girders, deck panels, among others.</p> <p>■ Experience in successfully coordinating with adjacent projects: NC12 is the only corridor to access the Rodanthe Bridge project. NCDOT has had several projects running concurrently with the Rodanthe Bridge, including:</p> <ul style="list-style-type: none"> ◆ B-2500A Pea Island Interim Bridge (Completed 2018) ◆ B-2500 Marc Basnight Bridge Replacement (Ongoing) ◆ NCDOT NC-12 Resurfacing Projects (Intermittent) ◆ Cape Hatteras Electric Cooperative (Intermittent Utility Relocations) 		  <p>NC-12 Rodanthe Bridge with Flatiron's Advancing Rail System, which constructs the bridge from two headings in a "leap-frog" motion.</p>		

APPENDIX J

3.4.1(b) Lead Designer - Work History Form

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 or Owner and their Project Manager who can verify Firm’s responsibilities.	d. Construction Contract Start Date	e. 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: Project Neon Location: Las Vegas, NV	Name: Kiewit	Name of Client/ Owner: Nevada Department of Transportation (NDOT) Project Manager: Cole Mortensen Phone: (775) 888-7440 Email: cmortensen@dot.nv.gov	01/2016	05/2017	\$603,000	\$600,000	\$46,200

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>■ Summary of Work Performed Atkins was the prime designer on this design-build project with design work performed out of their Henderson, NV office. Through Atkins’ National Technical Professional Organization leadership, their design teams are well networked throughout the country. Atkins’ NV office also worked remotely using virtual technology with team members in thei GA, NC, and FL offices.</p> <p>Atkins led the design of this 3.7-mile-long project, which included the separation of freeway traffic from arterial traffic, a reduced number of merging sections, and the connection of high occupancy vehicle (HOV) lanes to create a continuous 22-mile stretch from US 95 through I-15 while accommodating regional economic redevelopment through improved access to downtown Las Vegas and the resort corridor. Project highlights include:</p> <ul style="list-style-type: none"> ◆ HOV direct connect between U.S. 95 and I-15 ◆ Conversion of express lanes on I-15 to HOV ◆ New I-15 HOV interchange: “Neon Gateway” ◆ Reconstruction of Charleston interchange ◆ MLK realignment with flyover at Charleston ◆ Grand Central Parkway extension to Industrial <p>Atkins managed all design and engineering services on this multi-phased, multi-year design-build project with responsibilities that included design services for roadway, drainage, bridges and structures, signing, pavement marking, landscape and aesthetics, and ITS as well as providing quality control, extensive utility coordination, public involvement, traffic control/ MOT design, design surveying, and design support during construction.</p> <p>Every design package had facilitated interdisciplinary reviews to minimize or eliminate conflicting designs between disciplines. These relationships and remote work techniques that were forged between offices on Project Neon remain today. The efficiency and effectiveness of Atkins’ resource management, virtual work experience, data management, and team coordination was a key part of the project reaching substantial completion 15 months following NTP, which was six months ahead of schedule. . Atkins also provided design services during construction. Construction of the project was completed a year ahead of schedule.</p>	<p align="center">Evaluation Criteria Highlights</p> <p>■ Finishing contracts on time or earlier than the original contract fixed completion date: The design was substantially completed 15 months from NTP, which was approximately six months ahead of schedule. The project was completed within 75 design packages, requiring 205 submittals. In addition to the services provided as the Lead Designer for the design-build phase, Atkins also provided aesthetic design, ROW engineering and acquisition, utility coordination, and public outreach for a previous phase.</p> <p>■ Delivering projects in developed urban corridors: Nearly two decades in the making, Project Neon was the largest public works project in NV history. The project widened 3.7 miles of I-15 between Sahara Ave. and the “Spaghetti Bowl” interchange in downtown Las Vegas. It is currently the busiest stretch of highway in NV with 300,000 vehicles daily, or one-tenth of the state population, seeing 25,000 lane changes an hour. As the most heavily used roadway in the state, traffic through the corridor is expected to double by 2035.</p> <p>■ Use of innovative design solutions and construction techniques: Atkins’ preliminary design proposed a novel MOT plan and reduced the length of a flyover by 1,000 feet. These innovative solutions allowed the project to be completed one year ahead of the schedule and also saved \$35M. During the design phase, 3D representations of existing/proposed utilities were used to minimize potential conflicts.</p> <p>■ Limiting impacts to the travelling public and affected businesses and communities, including commitments to strategies to minimize congestion during construction: During construction, the Atkins-designed MOT plan reduced the number of permitted closures by approximately 50% and the team significantly minimized potential impacts to the traveling public by efficiently planning and scheduling work as construction progressed. Atkins and the construction team co-located to effectively communicate MOT design changes to all parties The team’s relationships with the owner allowed for changes that would make improvements quickly after approvals and to reduce the timeline for MOT closures in some cases to as little as overnight. The resulting changes allowed the team to complete closures sooner, helping to avoid big impacts to drivers.</p>	<p>■ Developing and managing effective communication strategies with business owners and other key stakeholders: The team has been involved in NDOT’s implementation of a first-of-its-kind active traffic management system (ATMS) for the state. The system uses full-color, high-resolution dynamic message signs over the roadway—similar to a stadium scoreboard—to communicate real-time information about alternate routes, incidents, and traffic restrictions. ATMS detectors collect data on average speeds, pinpointing incidents. Drivers can see warnings about problems ahead and suggested alternate lanes to use to avoid congestion.</p> <p>The Atkins design team had 60 full-time staff located on-site with the design-builder and owner to facilitate coordination and review of the design. Microstation V8i was used exclusively to create all 2D line work and generate thousands of plan sheets needed to correctly design all aspects of Project Neon. A dedicated team from Atkins’ was tasked with using the Microstation Clash Detection tools to model all existing utilities and bridge foundations and compare them to the proposed roadways, structures, utilities, and drainage facilities to determine where all conflicts were located.</p> <p>With more than 450 users from offices throughout the country and globally, having ProjectWise as a common data environment (CDE) made it possible to ensure all users had the most current and up-to-date files to work with. NDOT and the design-builder’s construction personnel had restricted access to approved files and could review the design in real time while the design team continued to work. A managed workspace was incorporated in ProjectWise, along with a BIM execution plan, gave all users the necessary tools to seamlessly produce plans that met NDOT standards and guaranteed NDOT that all 5,000 plan sheets looked similar no matter which state or country they were created in.</p> <p>■ Project Awards</p> <ul style="list-style-type: none"> ◆ Engineering Project of the Year 2018 – The Intermountain Section of the Institute of Transportation Engineers ◆ Project of the Year 2020 - American Public Works Association (APWA) 	<ul style="list-style-type: none"> ◆ 2021 Construction Risk Partners Build America Merit Award: Design-Build Civil ◆ 2021 Construction Risk Partners Build America Merit Award: Marvin M. Black Partnering Excellence
<p>RELEVANCE TO I-64 HREL SEGMENT 4C</p> <ul style="list-style-type: none"> ◆ Mega interstate DB project completed ahead of schedule ◆ Interchange and interstate widening design ◆ Interchange reconstruction ◆ Complex bridges, retaining walls, and drainage culverts ◆ Urban corridor tra ic control and construction staging ◆ Extensive stakeholder and public engagement ◆ Utility coordination ◆ Detailed Design Quality Management Plan ◆ High speed lyover connections ◆ HOV lanes ◆ CD Lanes ◆ Innovative MOT plan ◆ Co-location of design, construction, and owner team 			
			



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 or Owner and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Start Date	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: I-4/Lee Roy Selmon Crosstown Connector Interchange Location: Hillsborough County, FL	Name: PCL Construction	Name of Client/ Owner: Florida Dept. of Transportation (FDOT) District Seven; Florida Turnpike Enterprise; Tampa-Hillsborough Expressway Authority Project Manager: Adam Perez (FDOT) Phone: (813) 975-6083 Email: Adam.Perez@dot.state.fl.us	01/2010	01/2014	\$600,000	\$428,000	\$35,000

h. Narrative describing the Work Performed by the Firm identified as the Lead Designer for this procurement. Include the office location(s) where the design work was performed and whether the firm was the prime designer or a subconsultant. The Work History Form shall include only one singular project. Projects/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>■ Summary of Work Performed Atkins was the prime designer with design work performed out of their Tampa, Florida office.</p> <p>The I-4 Connector is an elevated north-south toll road that connects I-4 with the Selmon Expressway, two major east-west corridors in the Tampa region. The new roadway crosses several urban streets, State Road 60, and CSX railroad tracks, and include interchanges with I-4 and the Selmon Expressway. The Connector has exclusive truck lanes that provides direct access to the Port of Tampa and removes commercial traffic from local roads in Ybor City. The toll road uses an all-electronic toll (AET) system.</p> <p>Atkins provided overall comprehensive roadway and bridge design services including the development of a community awareness plan including interagency coordination between local officials, business interests, consultants, and the general public. Design services for the southerly portion of the project comprised approximately 80% of the overall construction package. The project presented numerous geometric challenges due to the close proximity of I-4 and the parallel Selmon Expressway, numerous railroad crossings, extensive utility constraints, and environmentally sensitive areas. Approximately 70% of the project included highly complex, long-span bridges. The cost, complexity, and variety of superstructure options prompted the design and letting of four alternative bridge packages consisting of concrete segmental boxes, steel box girders, and Florida bulb T girders. This project provided a number of advantages to the Tampa Bay area and the local community, including:</p> <ul style="list-style-type: none"> ◆ Serving as a time-saving roadway link between I-4 and the Lee Roy Selmon Expressway (also known as State Route 618). ◆ Providing convenient, exclusive truck lanes for direct access to/from the Port of Tampa. ◆ Helping eliminate traffic congestion from adjacent Ybor City, one of only two National Historic Districts in Florida. ◆ Providing an additional hurricane evacuation route. ◆ Improving emergency access for first responders 	<p align="center">Evaluation Criteria Highlights</p> <ul style="list-style-type: none"> ■ Finishing contracts on time or earlier than the original contract fixed completion date: Ten Atkins offices worked together with 30 speciality subconsultants, investing more than 500,000 hours preparing the necessary plans, specifications, and estimates under an aggressive, 36-month design schedule. Atkins completed all design services on time. ■ Experience in successfully coordinating with adjacent projects: Extensive coordination between Atkins and a different consultant was necessary because the design of this project was completed simultaneously with the another consultant's design of an adjacent project. High traffic volumes along the existing Lee Roy Selmon Expressway demanded accuracy in the field survey and development of traffic control plans, as well as the roadway system analysis which included ramp connectivity and geometrics. In addition, the design and permitting of stormwater management systems in such a highly urbanized environment added to the project's overall complexity. ■ Delivering projects in developed urban corridors: Since the project was located in a highly urbanized setting, it was necessary to coordinate with many local agencies including the City of Tampa, Hillsborough County, Ybor City, Palmetto Beach, the Port of Tampa Authority, and several community action groups. ■ Use of innovative design solutions and construction techniques: The project included the design of the signature toll gantry. This unique and very complex element of the project is an all-electronic tolling structure and allows for tolling of dedicated truck lanes servicing the maritime shipping Port of Tampa Bay. Atkins worked with community agencies and business leaders to develop context sensitive and harmonizing architectural aesthetics which incorporated the brick and color patterns used within the Ybor City community. Additionally, the alternative bid method, plus the standardization of 	<p>the segmental units and repetition of bridge piers in the segmental bridge option, produced a cost savings of approximately \$65M in the overall project cost.</p> <ul style="list-style-type: none"> ■ Limiting impacts to the travelling public and affected businesses and communities, including commitments to strategies to minimize congestion during construction: The MOT design for the project was prepared in four primary construction phases that included several substages. The MOT design focus was to limit the amount of traffic disruptions to the Selmon Expressway, 22nd Street/SR45 (Port of Tampa access), SR 60, and the various CSX railroad spurs. The awarded contractor bid the project approximately 600 days less than what was initially estimated. The MOT design was prepared to sequence construction along the Selmon Expressway and CSX tracks in quadrants to reduce user impacts. However, the contractor did not revise the MOT sequence of construction to accommodate their reduced 600 calendar days. As a result, coordination with FDOT and the contractor through post-design services was critical. Atkins worked closely with the contractor to alter the MOT design to produce more concurrent work to accommodate the reduced contract time. Approximately 70% of the project consisted of various bridge structures that were staged off-site and transported on-site during off-peak periods utilizing various lane closures and detours. ■ Developing and managing effective communication strategies with business owners and other key stakeholders: This project was a collaborative effort between FDOT, Florida's Turnpike Enterprise, and the Tampa-Hillsborough Expressway Authority and therefore required clear, timely, and effective communication with all parties and stakeholders. <p>The project which bisected an existing rail facility required extensive coordination with the rail company. Due the project being a new alignment, ROW acquisition and public outreach were two of the most critical project elements.</p>	<ul style="list-style-type: none"> ■ Key Staff Involvement Lead MOT Engineer, Michael Mueller, also managed traffic control/MOT efforts on this project. ■ Project Awards The Florida Institute of Consulting Engineers (FICE) and the Florida Department of Transportation (FDOT) awarded their 2014 FICE/FDOT Outstanding Project Award (in the Major Project category) to the I-4/Roy Selmon Expressway Crosstown Connector Interchange. 		
<p>RELEVANCE TO I-64 HREL SEGMENT 4C</p> <ul style="list-style-type: none"> ◆ Major interstate project ◆ Multi-level interchange ◆ Stakeholder and community coordination and engagement ◆ Complex traffic control and construction phasing ◆ Utility coordination including with a rail company ◆ Several complex bridge structures ◆ Major urban area ◆ Extensive collaboration and coordination with the contractor and owner ◆ Environmental constraints ◆ Tolling and ITS ◆ Award-winning project 					

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 or Owner and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Start Date	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: I-15/CC 215 System-to-System Interchange Location: North Las Vegas, NV	Name: Fisher Sand & Gravel	Name of Client/ Owner: Nevada Department of Transportation (NDOT) Project Manager: Dwayne Wilkinson Phone: (702) 280-1455 Email: dwilkinson@dot.state.nv.us	10/2017	03/2019 (<i>Design Completion</i>) 12/2022 (<i>Estimated Construction Completion</i>)	\$100,000	\$98,989	\$35,000

h. Narrative describing the Work Performed by the Firm identified as the Lead Designer for this procurement. Include the office location(s) where the design work was performed and whether the firm was the prime designer or a subconsultant. The Work History Form shall include only one singular project. Projects/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>■ Summary of Work Performed Atkins was the prime designer with design work performed out of their Henderson, VC office. Through Atkins' National Technical Professional Organization leadership, their design teams are well networked throughout the country. Atkins' NV office also worked remotely using virtual technology with team members in their CO, TX, GA, NC, and FL offices.</p> <p>Atkins provided final design services to construct six new bridges within the interchange including two single-direction ramp flyovers: the 9-span, 1,821-foot-long ramp and 6-span, 1,271-foot-long NW ramp. Improvements were constructed within the existing I-15 and CC 215 rights-of-way. The project includes two large, multi-span flyover system-to-system ramp structures; four single-span bridge structures at Range Road, Union Pacific Railroad (UPRR), and Centennial Parkway; new and modified arterial roadways; on-site and off-site drainage design; ITS/signals/lighting; striping; signing; traffic control; risk analysis; right-of-way acquisition; utility relocation coordination; landscape and aesthetics; and public outreach components. The new direct system-to-system interchange greatly improved traffic, enhanced safety, and increased mobility.</p>	<ul style="list-style-type: none"> ◆ Successfully coordinated and integrated the design with the Clark County CC215 Beltway improvement project that overlapped the west end of the I-15/CC 215 Interchange project limits ◆ Coordinated with developers on multiple development projects within the arterial roadway limits of the I-15/CC 215 Interchange project limits during design and construction <p>■ Delivering projects in developed urban corridors: The new direct system-to-system interchange will greatly improve traffic, enhance safety, and increase mobility. The interchange currently averages about 34,000 vehicles daily, although future traffic counts are expected to grow by 72 percent over the next two decades.”</p> <p>With thousands of new homes in the pipeline along the 215 corridor, this project will help North Las Vegas residents drive around the city and improve access for the businesses in the Speedway Industrial Park area, many of which rely heavily on easy access to I-15. The project will also mean better access to the VA Hospital, which serves around 10,000 people per month.</p> <p>■ Use of innovative design solutions and construction techniques: Landscape and aesthetic treatments are concentrated in areas of high visibility to travellers on I-15 to achieve value for investment. The interchange acts as a visual entry gateway for southbound travellers into the metropolitan area and the design theme reflects the transition from the natural environment to the development of the city. The existing roadway network was reconstructed and improved to continue to provide access to adjacent private properties, Nellis Air Force Base (AFB), and the Nevada National Guard.</p> <p>■ Limiting impacts to the travelling public and affected businesses and communities, including commitments to strategies to minimize congestion during construction: Atkins performed a detailed constructability review during design to ensure that improvements, including the I-15 flyovers, could be constructed in a manner that would maintain adequate lanes during normal traffic flows and special events.</p>	<p>Additionally, Atkins worked with NDOT and the contractor to evaluate and recommend adjustments to the MOT layout for I-15 flyover falsework. The team involved key stakeholders early in the design process to determine the best solutions for construction impacts and temporary detours. Stakeholders included: National Guard, Nellis AFB, Las Vegas Motor Speedway, UPRR, and multiple local businesses.</p> <p>Atkins also provided detailed 3D modeling to use in the creation of the drive-through animation that was used to educate the public and local stakeholders about the proposed improvements and final project configuration.</p> <p>■ Developing and managing effective communication strategies with business owners and other key stakeholders: Atkins provided logistical coordination for a stakeholder meeting and public information meeting and wrote summary reports for both meetings. The purpose of the stakeholder meetings was to present landscape and aesthetic concepts to key stakeholders and receive feedback for the final design. The purpose of the public information meeting was to present the project's final design to the public.</p>	<p align="center">RELEVANCE TO I-64 HREL SEGMENT 4C</p> <ul style="list-style-type: none"> ◆ Interchange and road widening design ◆ System-to-system interchange construction ◆ Utility coordination ◆ MOT over high traffic interstate freeways ◆ Stakeholder coordination and engagement ◆ Multiple Atkins' offices involved ◆ Ramp and interchange reconstruction ◆ Interstate widening for auxiliary lanes ◆ Multiple new and/or widened bridges ◆ Traffic improvements including overhead sign structures, signals, and lighting ◆ Flyover ramps ◆ Drive-through animation used to educate the public 	
<p align="center">Evaluation Criteria Highlights</p> <p>■ Finishing contracts on time or earlier than the original contract fixed completion date: Atkins completed final design work on time and assisted the NDOT Bid Review Analysis Team to help meet the award date deadline. The Atkins team continued to work closely with NDOT during construction to provide shop drawing reviews, quick responses to RFIs, and support for value added changes to the project to help keep the project on schedule.</p> <p>■ Experience in successfully coordinating with adjacent projects: The Atkins team had to coordinate and integrate their design with several other adjacent projects including:</p> <ul style="list-style-type: none"> ◆ Integrated the design with the recent NDOT I-15 Phase IIA project that passed within the I-15/CC 215 Interchange project limits ◆ Successfully coordinated and integrated the design with the City of North Las Vegas Tropical Parkway extension project that tied to the east end of the I-15/CC 215 Interchange project limits 				
	<p><i>The new system-to-system interchange will act as a visual entry gateway for southbound travelers into the Las Vegas metropolitan area.</i></p>			