

# TRANSPORTATION IMPROVEMENTS AT HYDRAULIC ROAD AND US 29 STATEMENT OF QUALIFICATIONS

VIRGINIA DEPARTMENT OF TRANSPORTATION

June 7, 2022



State Project No.: 0029-M03-371, C501, P101, R201  
Federal Project No.: STP-5104 (299)  
Contract ID Number: C00118880DB114

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

## 3.2 | Letter of Submittal

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 ELECTRONICALLY VIA BID EXPRESS**

June 7, 2022

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

Attention: Bryan W. Stevenson, P.E., DBIA (APD Division)

**RE: Request for Qualifications | Design-Build | Transportation Improvements at Hydraulic Road and US 29 | City of Charlottesville and Albemarle County, VA | State Project No.: 0029-M03-371, C501, P101, R201 | Federal Project No.: STP-5104 (299) | Contract ID Number: C00118880DB114**

Dear Bryan:

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

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

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

**3.2.5** Lead Contractor: Kokosing Construction Company, Inc. | Lead Designer: Rummel, Klepper & Kahl, LLP

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

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

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

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

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

**3.2.11** Kokosing is committed to achieving a twelve percent (12%) DBE participation goal for the entire value of the contract.

Sincerely,  
**KOKOSING CONSTRUCTION COMPANY, INC.**



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

## **3.3 | Offeror's Team Structure**

### 3.3 OFFEROR'S TEAM STRUCTURE

Kokosing Construction Company, Inc. (Kokosing) presents our team's qualifications affirming our ability to complete this project on behalf of VDOT. We have put together a team that can address all five (5) elements of this project while also improving safety and increasing mobility for the motoring public, pedestrian and bicycle users. Throughout the years, Kokosing has built a solid reputation of strategically aligning with experienced design-build partners who will be a technical asset as the sole responsible engineer. For this project, we have partnered with Rummel, Klepper and Kahl (RK&K) as the Lead Designer, collectively referred to as the Kokosing | RK&K Team. RK&K has been chosen, along with Owen Peery, P.E. as the Design Manager (DM), because they have proven they can deliver design-build projects *on-time* and *on-budget*. Design-build examples where Kokosing and RK&K have recently partnered on VDOT or locally-administered projects include:

- Route 29 Solutions, Charlottesville, VA (D-B)
- I-64 to Route 623 Widening & Improvements, Short Pump, VA (D-B)
- Military Highway (CFI) & Widening, Norfolk, VA (D-B)
- West Glebe Road Bridge Superstructure Repairs, Arlington, VA (Progressive D-B)
- High Rise Bridge / I-64 Widening, Chesapeake, VA (D-B)

Items that stand out upon review of our qualifications: **1)** Our team has significant experience within the US Route 29 corridor in Charlottesville, specifically, through the Route 29 Solutions project to which Kokosing and RK&K completed ahead of schedule; **2)** Our team has a reputation of innovative solutions with a constrained context through Accelerated Bridge Construction (ABC) techniques (in reference to the proposed pedestrian bridge); and **3)** Our team has an impressive record of delivering projects safely. This last item is the most important, as this project will have a mix of motor vehicles, pedestrian, and bicycle traffic interaction in the midst of a work zone.

#### 3.3.1 KEY PERSONNEL

*Provide the identity of and information about the Key Personnel.*

The Kokosing | RK&K Team has assembled highly-qualified and experienced individuals and structured them for optimal performance. Our proposed key personnel were chosen based on their experience with performing design and construction within a complex urban setting, including high traffic volumes, extensive utility relocations and right of way (ROW) acquisitions, as well as experience on VDOT and Charlottesville city projects in the local US Route 29 corridor. These individuals share a history of successful projects and established working relationships that serves well in this context. They were also selected based upon their availability to staff the project. Their proven strengths will minimize VDOT's risks and staffing requirements. Although our task leaders and technical staff are responsible for individual assignments, such as design, public involvement, and/or construction, everyone is responsible for project success. The qualifications for key our personnel are outlined below, with resumes included in the Appendix.



**Design-Build Project Manager (DBPM) Ryan Gorman, PE, DBIA (Kokosing)** will be responsible for design/construction, quality management, safety and environmental compliance, contract administration, and all other services, including procuring/furnishing materials, equipment, services, and labor in accordance with contract requirements. He will attend monthly progress meetings and be available to VDOT. Ryan has the expertise and experience to supervise/exercise control of the work and accepts responsibility for the final work product. He will be VDOT's primary point of contact and will coordinate, integrate, and administrate the Kokosing | RK&K Team, including design, construction, quality assurance, maintenance of traffic (MOT), safety, ROW, and utilities. Ryan will be responsible for meeting our contract obligations and avoiding/resolving disputes per the

### 3.3 OFFEROR'S TEAM STRUCTURE

RFP. He will supervise the DM, Design/Construction Integrator (DCI), Construction Manager (CM), ROW Acquisition and Utility Manager, and Quality Assurance Manager (QAM); and manage/coordinate public outreach/meetings through our Stakeholder/Public Relations Manager. Ryan will be involved with preconstruction, design, construction, and punch out, and will answer questions from stakeholders, citizens, elected officials, etc. He will assist with constructability reviews, safety audits, and oversee the quality management program, purchasing, and construction. Ryan will report monthly to the Executive Committee. He was specifically selected for this project given his experience with Route 29 Solutions and this US Route 29 corridor, in addition to his broad knowledge and expertise with managing design-build projects.

Ryan will be assisted by Kyle LaClair, PE as DCI to enhance interface between Kokosing's management/field crews and the designers for open/honest communications. Having Kyle on the project during the early design stages eliminates subsequent delays/rework, streamlines reviews, and eliminates potential construction field issues, thereby providing a project on time and on budget.



**Quality Assurance Manager (QAM) Avtar Singh, PE, CCM, DBIA (CES)** will report to the DBPM and have direct, independent access to the Executive Committee and VDOT. He will ensure work is performed in conformance with contract requirements, Minimum Requirements for QA and QC on Design-Build and Public-Private Transportation Act Projects, approved designs, and approved for construction plans/specifications. Avtar will be responsible for development/adherence to the Design-Build QA/QC Plan, QA of the work performed, QA inspection and testing of all materials used, and work performed. As an independent entity, he will audit and monitor Kokosing's Construction QC Program. Avtar can stop construction, enforce specification compliance, and issue/require resolution of Non-Conformance Reports (NCRs). He will manage the QA program, including the QA inspectors and independent QA testing firm and testing technicians. The QA team will conduct independent and concurrent tests and analysis of the work with the construction QC team. He will maintain project quality records and approve/submit pay estimates. Avtar will submit monthly written reports to the VDOT project manager and our Executive Committee assuring oversight of our Quality Program. QA will be coordinated with, but independent of, daily QC and construction. Avtar will also ensure adherence to environmental permits and commitments and that all work and materials, testing and sampling and work zones conform with the contract and "approved for construction" plans/specifications. He will have access to the meetings and records he needs to provide independent assurance that construction complies with contractual and design requirements. The QA team will have unrestricted access to the construction and fabricator sites/facilities. An Executive Committee member will contact him monthly to confirm project compliance with contract terms/conditions. Finally, Avtar will be responsible for certification of project compliance to the contract requirements and certification for monthly application of payment. Avtar was selected for this project due to his experience in the Charlottesville area, including the US Route 29 corridor with his work on the Albemarle Bundled Projects for VDOT and his past experience with the Route 29 Solutions project serving in this same capacity.



**Design Manager (DM) Owen Peery, PE (RK&K)** will report to the DBPM, and will provide a quality engineered product, meet design milestones, coordinate continually with the other Kokosing | RK&K Team members, and ensure Design QA/QC Manager and independent reviewers are not tasked with other project responsibilities. Owens's experience includes working with Kokosing in a similar capacity on the \$129 million Route 29 Solutions (adjacent to this new project) and the \$36 million I-64 Widening contracts for VDOT. He will develop/oversee our rigorous internal design QA/QC program to ensure design work is performed per contract and current VDOT policies, procedures, and guidelines, and to ensure that the QA/QC program includes interdisciplinary, safety, environmental, and constructability reviews of each design package. Owen will manage design elements, including roadway, structural, traffic, drainage, permitting, geotechnical, utility, surveying, landscape design,

### 3.3 OFFEROR'S TEAM STRUCTURE

MOT, and environmental. He will allocate/assign resources; oversee design subcontractors including subsurface utility, geotechnical, environmental, dry/wet utilities, lighting; coordinate design and review schedules; develop/implement any corrective measures to maintain schedule; and integrate environmental compliance measures into the design. Owen will coordinate design and construction with the Utility/ROW Manager, as well as each discipline lead to achieve design and schedule goals, and remain involved once construction starts to oversee any plan modifications, ensure field changes/modifications meet approved design(s) standards. Owen contributes a track record of designing well over 50 projects for the City of Charlottesville in the last 27 years, including intersection and pedestrian improvements, trails, shared use paths, and a pedestrian bridge similar to the Hydraulic Road/US 29 project. He has extensive experience coordinating projects with City Staff, Planning Commission, PLACE, Tree Commission, and City Council. Again on this project, he will coordinate with our stakeholder/public relations manager to address stakeholder concerns and coordinate all activities with the DBPM and DCI.



**Construction Manager (CM) Jonathan Smith (Kokosing)** has 12 years of the hands-on experience it takes to manage construction, including QC activities, and to ensure materials and work meet contract requirements, including the “approved for construction” plans/specifications. He will manage the onsite construction team comprised of project controls, construction QC manager, superintendents, and project field staff, including scheduling, safety, environmental compliance, utilities, and MOT. Jonathan will only be assigned to this project and will be onsite full time throughout construction. He will play a key role in conjunction with the DCI and Design QA/QC Manager in design constructability reviews, and work with DCI, Kyle LaClair, to coordinate between the design/construction forces with regard to environmental commitments, utilities, ROW, and MOT. Jonathan will focus on ensuring construction is performed safely, and, along with our Construction QC Manager, that materials and work are per approved plans/contract documents. He will coordinate with the DM during construction for accurate/timely issuance and review of RFI/shop drawings, field visits, preparation of as-builts, and plan revisions. Jonathan reports to the DBPM.

**Value-Added Staff:** The Kokosing | RK&K Team includes the following value-added staff to assist in delivering a quality product on time and on budget:

**Design/Construction Integrator (DCI) Kyle LaClair, PE (Kokosing)** will coordinate the construction and design staff, which will benefit VDOT by having a team working in unison towards delivering a quality, compliant project. Kyle has been involved with design-build projects since 2002 and has 21 years of highway construction and design experience. His previous roles as a design manager and construction project manager give him the credentials to serve in this role effectively. For this project, he will serve the DBPM in collaborating, reviewing, and coordinating the technical aspects of the project as it relates to contract conformance, constructability, and schedule adherence. Kyle’s multi-faceted expertise will be a key instrument at the DBPM’s disposal.

**Utility/ROW Manager Richard Bennett (Bowman)** will serve as the ROW and Utility Manager. Richard has more than 53 years of experience in development of transportation and utility projects, 37 of which he served in various capacities at VDOT. He previously served as VDOT’s State Director of ROW and Utilities Divisions, and earlier as State Utilities Engineer, with beginnings in roadway design. He and his teams have extensive knowledge in federal and state laws, rules, regulations, and procedures regarding ROW acquisition, relocation assistance, and utility relocations and accommodation. Richard will report to the DBPM and coordinate extensively with the DM and CM to incorporate potential changes to minimize both the utility and ROW impacts. He will provide management and direction as the Utility and ROW groups proceed with the ROW.

### 3.3 OFFEROR'S TEAM STRUCTURE

#### 3.3.2 ORGANIZATIONAL CHART

Our organizational chart on **Page 6** illustrates our chain of command of all companies, including individuals responsible for pertinent disciplines, and notes our proposed key personnel. Solid lines identify the reporting relationships of our team members in managing, designing, and constructing the project and illustrate clear reporting lines from the DBPM to the design and construction teams. Dashed lines represent indirect reporting/communication and obligations to the owner and/or corporate management. Our chart also shows that a clear separation and independence exists between construction and quality assurance (QA) programs with no contractual relationship and no involvement in construction operation.

**Functional Relationships—Integrate to Facilitate:** Design-build unites the contractor and designer more than just contractually. It integrates innovative design and construction techniques that benefit schedule and cost which lead to client satisfaction. Since the DBPM sets the vision for this integrated approach, he must have the credentials/experience to oversee not only the construction but the design and engineering aspects as well. This key person must also have a proven record of successfully completing projects with this integrated approach. Through our DBPM in relationships with the other key personnel, we will create a firm relationship that sets the foundation to interact/partner with VDOT and third-party stakeholders. Additional ways we will be fully integrated include:

- Interdisciplinary design and constructability reviews prior to milestones to ensure design disciplines are coordinated.
- Kokosing constructability reviews of design, especially for MOT, environmental, utilities, drainage, and ROW.
- Weekly schedule meetings to review the previous week's work and to develop the three-week look ahead, and monthly scheduling meetings to review CPM progress during design development and construction.
- Weekly foreman meetings to discuss the schedule, safety, and coordination.
- Morning huddles with the crews to set the safety and production goals for the day.
- Weekly progress meetings with VDOT to review and discuss quality, submittals, and progress payments once construction begins.
- Monthly partnering meetings with all stakeholders for issue resolution.

The keys to success are communication and coordination between Kokosing | RK&K Team, VDOT, review agencies, and stakeholders. This is based upon open/honest communication, frequent meetings, and updates. We will conduct internal weekly meetings during design with key construction/design staff. Tracking sheets will monitor progress of utilities, ROW, and design disciplines, as well as environmental permitting and design approvals. Once construction starts, the Utility/ROW Manager and design participants will stay involved. Added to the weekly meetings as construction starts are superintendents, field surveyors, MOT manager, and construction QC manager. Key stakeholder representatives, including VDOT, and others will be invited as appropriate.

Monthly meetings will be held with the Kokosing | RK&K Team, VDOT, QAM, and stakeholders to enhance partnering and resolve issues quickly. Some issues will not wait a month, or even a week. Our Stakeholder/Public Relations Manager will manage our project Hot Line, which we will include on the VDOT project web site for road user input, questions, and issues that need immediate resolution and are not identified by our design or construction staff's site reviews. Issues will be logged with requester names/contact information, date of contact, date of response, proposed resolution, and any follow up to ensure it was addressed. All correspondence will be in writing.

3.3 OFFEROR'S TEAM STRUCTURE

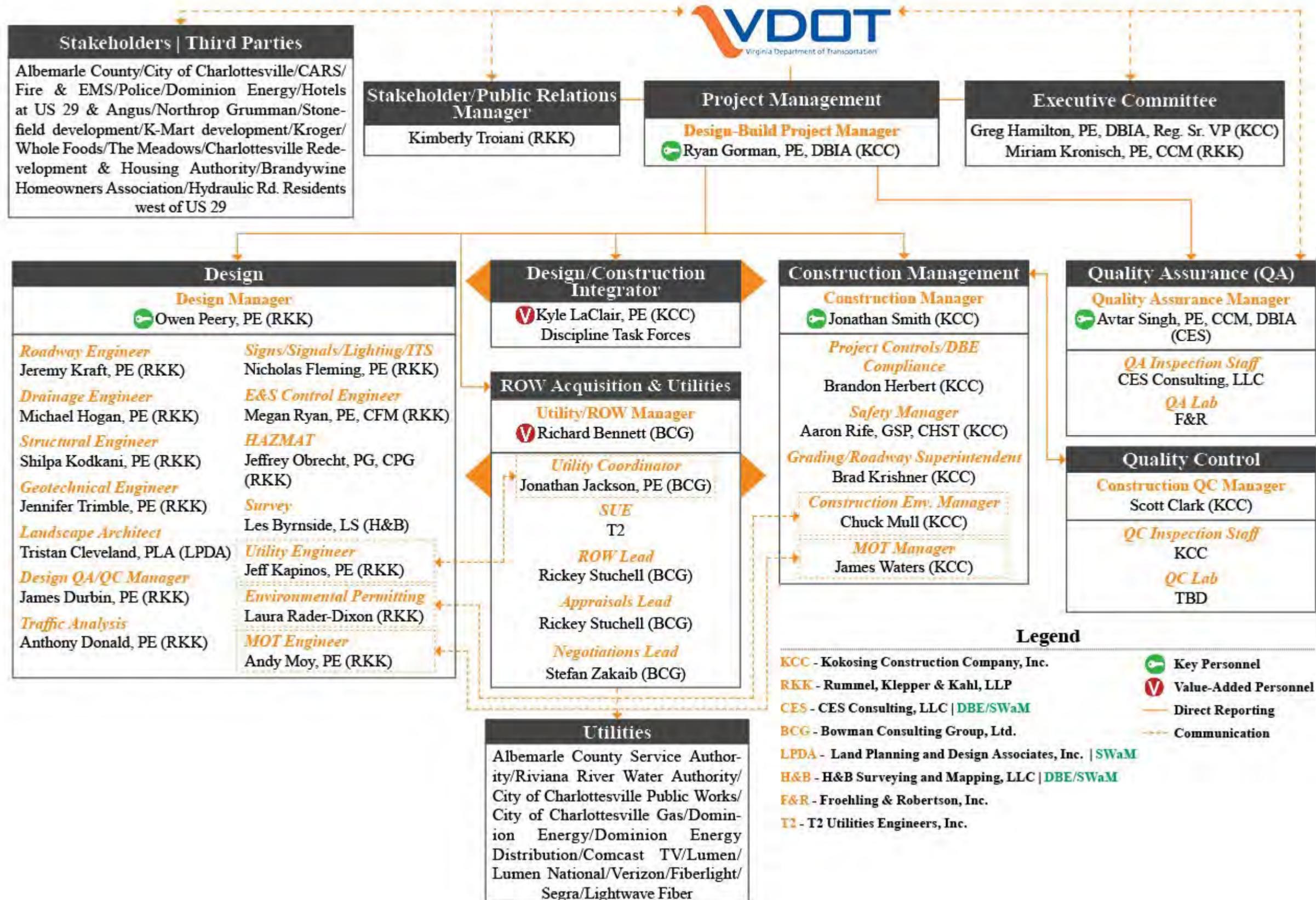


Figure 1: Organizational Chart

## **3.4 | Experience of Offeror's Team**

## 3.5 | Project Risks

## 3.5 PROJECT RISKS

### 3.5.1 THREE RISKS IDENTIFIED FOR THIS PROJECT

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

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



Figure 2: Risk Management Plan

We have reviewed the available information, visited/documentated the site, and collectively discussed potential critical risks. Critical risk items were identified based on the following criteria:

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

These unique risks were identified based on the criteria listed above, which we consider relevant and critical to the success of the project.

#### RISK #1: Transportation Management Plan

**Risk Identification:** The US 29 Corridor is the north/south transportation lifeline for local, regional, and through-state travelers. This “gateway to Charlottesville” serves a mix of commuter, shopping, school, and regional traffic that experiences significant daily congestion. This congestion is amplified during University of Virginia (UVA) sporting, educational, and social events.

Likewise, Hydraulic Road is also an important corridor, albeit mainly for local and regional travelers. The corridor serves as a connection for nearby residents to US 29 and US 250, as well as direct access to two grocery stores and numerous other local businesses. The portion of Hydraulic Road between US 250 and US 29 also serves as a short cut route from US 250 to US 29, rather than using the interchange to the west. This creates a blend of travel patterns with competing interests and conflicting movements. Notably, the most significant construction activities within the existing roadway will occur at the intersection of Hydraulic Road and Hillsdale Drive, an intersection with growing demand following the completion of the Hillsdale Drive Extension project.

The risk is failure to develop and implement an effective, safe, and collaborative Transportation Management Plan (TMP) for the well-being of all users including bicycle, pedestrians, and transit.

### 3.5 PROJECT RISKS

**Why this Risk is Critical and its Impact on the Project:** An ineffective TMP can lead to reduced safety, increased traffic congestion, and community frustration from citizens navigating work area construction. Managing traffic flow during construction through these corridors is not just essential, but imperative.

**Safety.** The sequence of construction, the phasing, work periods, and lane closures can greatly affect safety through the corridor. For example, sight distance and clear view of sight can be hindered by placement of barriers or Type II traffic devices. Placement of such features can also lead to obstructed views of crosswalks, leave inadequate space for bicycle traffic, and the inhibit the ability of motor vehicles to safely pass.

**Traffic Congestion.** Currently, the intersections of US 29/Hydraulic Road and Hydraulic Road/Hillsdale Drive are pushing closer to capacity. This is indicated by their operational Level of Service (LOS) being LOS D and C, respectively, during the AM and PM peak hours. Existing congestion may be exacerbated, resulting in decreased capacity and mobility; impacts to the traveling public, businesses, and local residences; a negative project image; and, unsafe conditions—all of which are in direct contradiction to the project goals. Failure to disseminate information of new work zones, traffic shifts, or new traffic patterns may create gridlock and unsafe conditions. This could also impact the project schedule by restricting material deliveries and work operations while increasing cost.

**Community Frustration.** Impacts to the project arise when stakeholder expectations and perceptions are not achieved, resulting in public outcry, which can cause costly modifications or adjustments in construction features or sequencing. If this were to happen, community stakeholder and business dissatisfaction would become a major issue to be dealt with every day, impacting progress and public support for this project.

**Risk Mitigation Strategy:** The Kokosing | RK&K Team sees this project as an opportunity to partner with VDOT in developing a TMP focused on practical MOT strategies accompanied by a robust communication plan. Our TMP approach is influenced by lessons learned from our Route 29 Solutions design-build project, where Kokosing and RK&K successfully delivered the US 29 and Rio Road Grade Separated Intersection project 46 days ahead of schedule.

**Practical MOT Strategies:** Practical transportation management strategies to be included in our approach to the TMP include:

- **Activate Limitations of Lane and Road Closures.** Work hours and lane closure restrictions are anticipated to maintain mobility through the work zones. Our Team will integrate these restrictions into the TMP and undertake additional traffic analyses to identify periods of “non-peak” hours where congestion will be minimal during construction activities. Traffic modeling will be a key aspect of this determination.
- **Implement Alternative Routes.** Alternate routes will be explored with VDOT, the localities and nearby property owners to reduce the anticipated volumes in the work zones. For example, during construction of the roundabout on Hydraulic Road, advisories to avoid Hydraulic Road and use Route 250 Bypass / US 29 Interchange as an alternate route will be posted to reduce traffic on Hydraulic Road.
- **Employ Enhanced Traffic Devices.** Traffic device placement and type will be key in ensuring movement of motorist, pedestrians, and other users safely through each work zone. Some of these features include the following:
  - Variable Message Signs: Advanced placement of variable message signs in strategic locations to advise of immediate and upcoming traffic changes and detours. This will advise daily commuters.
  - Temporary Traffic Control Devices that are visible, bright and have unobstructed views, while considering sight distance requirements in an urban environment for connecting streets and commercial entrances.
  - Signs that are kept clean to maintain their effectiveness.

### 3.5 PROJECT RISKS

- Temporary raised pavement markers and wider than minimum lane markings.
- Implementation of temporary pedestrian connections and pedestrian signage.
- **Accommodate Pedestrians, Bicycles and Transit.** As a part of the TMP, our Team will maintain the existing routes necessary to facilitate safe access to and from local businesses and neighborhoods. This is particularly important in the vicinity of the roundabout construction at Hydraulic Road and Hillsdale Drive. This roundabout requires changes in grade and traffic patterns while maintaining access through the existing intersection. This element of the project is very similar to the plan RK&K developed and implemented for the North Main Street roundabout in Blacksburg. High volumes of vehicles intermingled with bicycle and pedestrian traffic and commercial business access were of major consideration.
- **Implement Just-in-Time Delivery.** Consideration of traffic impacts will be considered in the timing and delivery of the project materials.
- **Evaluate Design Efficiencies and Constructability Measures.** The Kokosing | RK&K Team will seek to explore as many options as feasible in order to further the constructability and construction efficiency for each element of the project. Most notably, the roundabout at Hydraulic Road and Hillsdale Drive has a considerable footprint that could be adjusted in order to facilitate construction and better accommodate traffic moving through the work area. Evaluating the project elements and implementing efficiencies in the design can reduce the impacts on traffic by reducing construction time.

**Public Outreach Strategies:** Keeping the public informed as to the construction plans and sequences, traffic movement changes, potential impacts, project status, and upcoming schedule is top priority to obtain public support, which in turn minimizes complaints when there are short term impacts to their travel route. In addition to the normal updates regarding roadway work and lane closures to the Regional Traffic Operations Center, this project requires updating regional/local stakeholders identified as part of our Public Communication Plan in our TMP. Our public outreach strategy includes the following:

- **Project Communication Plan.** Our Public Communication Plan uses a multi-layered approach to inform the public and minimize traveling inconveniences. This plan is to include project goals and objectives, target audiences and key stakeholders, communications partners, advertising and marketing tactics and strategies, and metrics by which communication success can be measured. It will incorporate proven and innovative strategies and tools, including:
  - Preparing social media content on construction progress, work zone changes, and incident reports for distribution through VDOT public relations office in coordination with the City and County.
  - Supporting engagement with the County Supervisor’s office, and City Council as deemed necessary by VDOT.
  - Directly engaging with homeowners and business associations throughout the corridor.
  - Local media outreach and special announcements.
  - Using postcard notices to appropriate stakeholders of planned meeting, construction, and detours.
  - Establishing regular meetings with first responders regarding current and future routing of emergency vehicles through and/or around work zones.
  - Stakeholder Coordination: For example, working closely with Charlottesville Area Transit (Route 5 has stops along the project footprint), UVA, and local ride share programs to encourage travelers to carpool or use alternative modes of travel during construction.

### 3.5 PROJECT RISKS

- **Direct Engagement by Team.** In addition to the DBPM, our Design Manager, Owen Peery (RK&K), and our construction integrator, Kyle LaClair (Kokosing), have extensive experience working with the public through stakeholder meetings; therefore, they understand the concerns typical for a corridor, and have a keen perspective in engaging with the community.

**Coordination with Adjacent Projects Strategies:** We will propose regular coordination meetings with the construction staff and owners of any ongoing projects in the region (VDOT, City, County, and Private) to synchronize and reduce construction impacts within the corridor. These meetings were conducted during VDOT's Route 29 Solutions design-build project and were successful. While this project is ongoing, Charlottesville may be completing the following projects:

- **Market Street Bridge Replacement (under construction).** Major access route from I-64 to downtown Charlottesville.
- **Fontaine Avenue Streetscape.** Major access route from I-64 and US 29 to UVA, UVA Medical Center and UVA athletic fields as well as the western portions of Charlottesville. This project is currently under design by RK&K.
- **Emmett Street (Route 29 Business) Improvements.** Major access route from Route 250 and US 29 to UVA and the western portion of Charlottesville. Also, this project is immediately south of the Hydraulic Road and US 29 project.

**Incident Management Plan Strategies:** A proactive TMP accommodates the unexpected, i.e., disabled vehicles, collisions, weather or special events. We will implement a plan that makes provisions for dealing with disabled vehicles by engaging a local wrecker service to be on-call to quickly respond to a road blockage. For issues such as weather or special events, our plan will curtail or limit construction to maintain safe passage of traffic.

These strategies are just some of the tools our Team will put into place to mitigate this risk. Even with these strategies, the best tool is a well-planned and executed MOT/TMP and stakeholder involvement that optimizes safety and reduces delay and stress to motorists.

**Role of VDOT and Other Agencies:** We request that VDOT and the City of Charlottesville be active partners and assist in coordinating with local stakeholders and other local projects, VDOT to provide available crash and traffic data and existing traffic operation models for the Kokosing | RK&K Team to utilize in developing the TMP and provide reviews and comments. VDOT will also assist with support from the Traffic Operations Center to communicate traffic operations during construction.

#### RISK #2: Utility Relocations

The US 29 and Hydraulic Road corridors are laced with public and private utility facilities. These corridors are highly developed and congested urbanized areas with extensive existing utilities facilities, both underground and overhead, and on each side of the existing roadways. Coordination will be required with the public facilities owned by Albemarle County Service Authority, City of Charlottesville Public Utilities (water and sewer) Rivanna Water Authority and City of Charlottesville Gas. Private utilities with facilities in the area are Comcast, Dominion Energy Distribution, Dominion Energy Transmission, Fiberlight, Lumen-Local (old CenturyLink), Lumen-National (Old Qwest), Segra (Old Lumos & Ntelos) Verizon (MCI), and maybe Lightwave Fiber. There could be other fiber optic companies occupying these companies' ducts as well.

**Why the Risk Is Critical:** While existing utility facilities and necessary utility relocations pose multiple risks to transportation improvement projects, including project costs and design constraints, we have determined that the most critical risk on this design build project is utility relocations impacting the schedule. The schedule outlined in the RFQ indicates a total Project duration of approximately 22 months to complete all scope of work activities (including utility coordination and relocations) necessary to construct the five elements of the project. A review

### 3.5 PROJECT RISKS

of the Project sites documents the magnitude of existing utilities located in virtually every area along the five individual elements.

**US 29:** Parallel utilities adjacent US 29 are buried and the space behind the curb on the west side has a double circuit 3-phase electric line, two telecommunication lines, cable TV, and sanitary sewer lines. On the east side are three telecommunication lines, buried electric, and sanitary sewers lines. The water mains and gas line are in the median with some parts under the existing roadway. Many of these facilities will likely be affected by the pedestrian switchback ramps which will vie for the area available for relocations.

**Hydraulic Road:** The roundabout on Hydraulic Road will be a utility relocation challenge, as the roundabout is in proximity to Whole Foods and Kroger, with an overhead double circuit 3-phase electric lines and three to four telecommunications lines crossing the improvements. Under the existing pavement are water mains, sanitary sewer lines and a gas main. The proposed lowering of the roadway grade will likely remove too much depth of cover requiring those facilities to be replaced. It should be noted that most utility owners do not desire to have facilities within the midst of a roundabout; therefore, given the constrained location, conflict resolution and relocation coordination will be imperative to keep the project on schedule.

At all sites, each utility, at a minimum, requires additional investigations and test pitting, an extensive design effort, and detailed coordination with the providers to determine conflicts and a relocation plan. Those in conflict may result in substantial time to obtain relocation designs, necessary easements, environmental permits, if needed, and to relocate prior to proposed construction proceeding. Utility owners often use road improvement projects as a time to upgrade their facilities and include betterment work as a part of the relocation, which lengthens the timeframe for the utility work. Further concerns adding to the critical nature of this risk are the limited control over the utilities by the design-builder, the current shortages of materials and manpower available to the utility companies for relocations, and the limitations of the utility providers as to who can perform both design and relocation construction. The above-mentioned scenarios can lead to schedule risk.

**Impact on the Project:** As noted above, the critical risk impact on the Project caused by utility facility relocations is to the Project schedule. Both the proposed Bike/Pedestrian Bridge and the Hydraulic/Hillsdale roundabout cannot be constructed until the utilities are cleared or accommodated. The project development sequencing that affects completing utility relocation include:

- Supplementing and updating the SUE and project survey, including test holes elevation data
- Developing the preliminary road and bridge design, mitigating utility conflicts
- Evaluating utility conflicts and conducting a utility field inspection
- Preliminary utility relocation design to determine easement requirements
- Completing utility relocation Plan and Estimates
- Acquisition of the ROW or replacement easements
- Authorizing utility relocation construction
- Constructing utility relocations, including cut-over scheduling
- Coordinating between multiple utility contractors working in a confined project limit

As many of the above utility tasks are accomplished by the utility companies, their conformance to the project's schedule are outside of our control. Delay in early utility tasks will compound into delays in completing the relocations and starting the road and bridge construction. As these items will likely be on the critical paths for the Bike/Pedestrian Bridge and the Hillsdale roundabout, delays could affect completing the project on time.

### 3.5 PROJECT RISKS

**Mitigation Strategies:** Kokosing, RK&K, and Bowman having successfully managed many complex utility relocation efforts on design-build projects, and recognize that a comprehensive and focused approach from all disciplines mitigates these impacts. To ensure the most effective interactions with utility owners, Richard Bennett of Bowman will lead Kokosing | RK&K Team's Utility Coordination Team. Richard is the most experienced utility team leader in Virginia, having led VDOT's utility relocation program for more than 20 years as both State Utilities Engineer and Director of ROW and Utilities, and having worked on design build projects for 15 years. Best practices have been established over the years and a few are highlighted below as applicable:

- **Minimize Utility Conflicts.** A best practice from previous projects is our extensive coordination among the utility coordination, road and drainage design and construction teams for the purpose of minimizing impacts through design efforts. For example, on the Route 29 Solutions project, our Team was able to utilize many of the existing storm drainage pipes, which helped avoid existing utility conflicts. Should impacts prove unavoidable, our focus is on minimizing the utility relocations and the resulting impacts to the work. These mitigation efforts begin in the RFP response phase and continue throughout design and construction.
- **Identify Relocation Requirement and Constraints.** During the RFP response phase, our Utility Coordination Team evaluates the existing utility facilities and any unique requirements for providing continuous services. We will seek from the owners any time-of-year restrictions (i.e. shutdowns) and any other specifics about the facilities. This allows our Team to identify required sequencing of the utility relocations and where potential third-party installations and splicing timeframes would significantly hold up construction. With this information on hand, the Team will brainstorm engineering designs and construction methods to reduce the risk of utility relocation being on the schedule critical path. We will also optimize construction phasing to prevent potential schedule delays.
- **Establish Regular Coordination Meetings.** As noted above, continuous meetings between the design engineers, utility coordinators, and construction manager will be held during the preliminary design stage so that all options to avoid utility relocations and/or incorporate a utility relocation within the design is evaluated to evade longer duration work efforts. As needed, we will partner with the utility owner to secure their expertise as to what accommodations may be possible. To facilitate this effort and to coordinate between multiple utility owners in the same location, regular meetings will be held with owners. This meeting will be led by Richard Bennett, our Utility Manager.
- **Expedite the Utility Field Inspection (UFI).** After the preliminary road designs are reviewed, adjusted, and approved, plans are distributed to the utility companies and a Utility Field Inspection (UFI) is scheduled. Our Team's approach is to expedite the preliminary plans sufficient to identify utility conflicts and to begin the UFI process, which will be an important key in maintaining schedule for this project.
- **Prioritize ROW Acquisition for Utility Relocation Efforts.** As easement acquisition can be time consuming and expensive, therefore, evaluations for each utility relocation is performed to determine if a more extensive relocation that avoids impacts on private property is preferable to a simpler relocation requiring easements. Upon determining that an acquisition is required, the acquisitions are prioritized within the schedule to keep the utility relocation off the critical path. To further assist in this effort, Richard Bennett is responsible for both utility and ROW coordination.
- **Monitor Progress Continuously.** To ensure that relocation plan development is progressing on schedule, the Utility Coordination Team continues to work with each utility company and resolves any issues between the Project plans and the utility plans, in addition to ensuring utility companies are actively completing the work in accordance with the approved schedule.
- **Implement the Approval Process Effectively.** As the utility company's plan and estimates (P&E) are submitted, the Utility Coordination Team reviews them in accordance with state and federal regulations/procedures; finalizes the cost responsibility determination; and recommends approval of the requested reimbursement. A utility relocation agreement is prepared, executed by the utility company, and submitted to VDOT for approval as a part of the P&E

### 3.5 PROJECT RISKS

assembly. Upon P&E approval and any permitting required, the utility company is authorized to proceed with utility relocation by Kokosing. Understanding this process, which Richard Bennett does, will make this an efficient endeavor.

**VDOT's Role:** In accordance with most RFP requirements, VDOT will participate in the UFI, review and approve Plans and Estimates for utility relocations.

#### RISK #3: Right-of-Way (ROW) Acquisition

The acquisition of private property for public improvement projects is an integral part of the project development process. State and federal statutes and regulations establish the requirements and timelines must be followed. In many cases, the landowners are not willing to lose a portion of their property or agree to a price that appraisers and VDOT have determined to be just compensation in accordance with current VDOT or FHWA rules and regulations. In addition, we have found on past VDOT design-build projects, specialty eminent domain attorneys have raised the expectations of the local landowners, resulting in additional cost, time delays, and complexity for the acquisition. Our Team has significant experience in the public acquisition process as Kokosing has constructed many design-build projects, such as the Fall Hill Avenue & Mary Washington Boulevard Extension project requiring significant ROW acquisitions. To further the capability, we have included Bowman Consultants (Bowman) who has acquired over 1,000 parcels on behalf of VDOT.

**Why the Risk is Critical:** While the acquisition of private property is only required from several parcels at each element of the project, the commercial uses of these properties, make them a complex acquisition, as visibility and access will be the landowner's most significant issue. Since most of these acquisitions are from corporations/commercial establishments, they generally involve legal representation and real estate experts, which usually tend to escalate the costs and lengthen the process. Visibility and access property impact often make voluntary agreements complex, delaying responses for landowners, requiring additional engineering studies, and often leading to the need to utilize eminent domain. Therefore, the critical risk is given the anticipated complexity of these potential acquisitions, an inefficient ROW acquisition approach that can have adverse effects on the project.

**Impact on the Project:** An inefficient ROW acquisition approach can directly impact ROW acquisition costs and project schedule affecting both VDOT and the design-builder, respectively. To further highlight the potential ROW acquisition complexities, below is a synopsis of realities for several project elements:

- **US 29/Angus Road Intersection.** For this element of the project, VDOT will use its police powers to close a full movement crossover that that has been utilized by the businesses in the area for many years. Most affected will be the three motels/hotels on the east side of the crossover. These properties have the first access point off the Route 250 Bypass Interchange and a signalized exit crossover back onto that Route 250 and 29 South. The proposed ROW impact will be the loss of the left out, forcing customers to use the right out and head north until they can make a U-turn and return to Route 250, and the direct right-in. An efficient ROW acquisition approach will consider these indirect impacts as a negotiating strategy.
- **The Bike/Pedestrian Bridge over US 29.** This element of the project impacts three commercial properties. While mostly using their required landscape setback space, the construction of the switchback walkways potentially places the structure close to a few buildings and by its elevated construction, obstructs their visibility. As numerous parallel utility facilities are located in the green space, their relocations could possibly take additional property. Our Team's approach is to consider these potential impacts through the design process to mitigate these concerns and to incorporate this approach into the ROW acquisition approach.
- **The Hydraulic Road and Hillsdale Drive Roundabout.** This element impacts properties with current commercial uses in three quadrants being close to the existing ROW. In addition to the limited horizontal space, the grade differences on two sides of the proposed roundabout are significant. The Kroger property is

### 3.5 PROJECT RISKS

most affected, as it now has a signalized exit to any direction with no visual line-of-sight of Hydraulic Road traffic. That access is also used for tractor trailer deliveries to the store. The proposed work is also in proximity to the Whole Foods store. To address owners concerns at this location is to analyze the benefit the adjacent owner gains through a more efficient intersection and anticipate the owner concerns. An efficient ROW acquisition approach will anticipate these concerns and incorporate them into the offer and negotiating process resulting in a timely closeout of the acquisition.

The ROW acquisition approach will also need to anticipate cost impacts associated with the following as it relates to the project elements described above:

- **Incurable Damages Compensation.** Changes in access to a commercial property and taking frontage areas can cause incurable ROW damages which must be compensated for, in addition to the compensation for the actual acquisition area and improvements values being acquired. The landowner's claim would be that the remaining property value has been reduced due to the project changes. The amount will be a subjective evaluation and often involves large monetary demands from the landowners. Often its 20% of the overall property value.
- **Loss of Profit Compensation.** With impacts to commercial properties, claim for Loss of Profit can be made by businesses if their loss is attributable to the ROW acquisition and the Project. The 2022 legislative session changed the Loss of Profit statute to broaden circumstances where the landowner is entitled to compensation for three years of business losses and removed the defined method to make that calculation, leaving it open to negotiation and litigation. These losses can be real or loss of projected profits.
- **Loss of Access Compensation.** The 2022 legislative session also changed the Loss of Access portion of the statute to broaden circumstances where the landowner is potentially entitled to additional compensation for loss of access. It is now defined as "change of vehicular or pedestrian access to property" rather than the previously defined "impairment of direct access." As written, compensation could be due even when VDOT uses its police power to close or alter a crossover.

An inefficient ROW acquisition approach can lead to protracted negotiations of the compensation issues described above leading to a significant amount of time for studies and responses leading to schedule impacts. The goal is to keep priority acquisitions of the schedule critical path in order to keep project elements that are dependent on the acquisition (i.e. utility relocations) off the critical path as well.

With all the issues and potential time delays, the use of eminent domain will likely be necessary. The current eminent domain process with required notifications and wait periods adds many months to the schedule. In addition, eminent domain cases, even when settled before a trial, significantly increase the ROW acquisitions cost by anywhere from 35% to 200%. There are no limitations to the amounts the landowner may seek. Having to use eminent domain to acquire the needed ROW will also add significant legal costs to the Project budget. Having an efficient ROW acquisition approach will head off many of the pitfalls of the acquisition process.

**Mitigation Strategies:** To ensure that the ROW acquisition impacts described above are mitigated to the best extent possible, our ROW Team will continue to be proactive at the Notice of Award and forward by addressing these impacts directly through the following mitigation strategies all building into an efficient Row acquisition approach:

- **Minimize ROW Impacts through Design.** Without changing the project's scope, the priority mitigation strategy is to refine the designs of each element of the project to provide the best possible access solutions to the adjacent commercial operations while also promoting mobility. Our Team will start to work the solution during the RFP process by having a task group made up of our highly experienced design engineers, led by the DCI, Kyle LaClair, and accompanied by the Team's Utility and ROW Manager, Richard Bennett. This task group will work under the direction of the DBPM to meet regularly to fully understand the property damage issues and to engineer a design that eliminates or minimizes those impacts. Our Team has been successfully following this

### 3.5 PROJECT RISKS

process on design-build projects including the Route 29 Solutions project in this very same corridor.

- **Leverage Eminent Domain Appropriately.** Team member, Richard Bennett, is most knowledgeable of the eminent domain process, and he will guide designs and strategies to position VDOT with a good basis for the future proceeding. With the right solution, the Team may be able to obtain the landowner buy-in for the acquisition avoiding the cost and time delay issues. The process of appropriately leveraging eminent domain should be applied in a timely manner.
- **Coordination with Landowners (Stakeholders).** In addition to the stakeholder involvement program, our ROW and Public Relations teams will individually determine the affected landowner and/or their representatives and meet with them early on to explain the proposed improvements, including how the Project affects their property, and obtain their concerns. These concerns will then be coordinated with our design team and the best solutions evaluated early in the design. Having heard and evaluated these concerns will allow negotiations to proceed more efficiently, mitigating schedule, cost, and negative opinions.
- **Fully Integrated Design and Construction Schedule.** The design-build team will integrate the ROW and utility easement acquisition processes into the overall project schedule so that the critical path is established. Maintaining this schedule and quickly addressing/resolving issues will minimize potential delays for the ROW and utility relocations. It will set priorities for acquisitions and will be tied to the proposed maintenance of traffic plan. Some practices we used on the Route 29 Solutions projects and were agreeable to VDOT were: **1)** prioritizing acquisition of critical utility relocation easements; **2)** requesting parcel acquisition authorizations on a parcel by parcel basis; and **3)** having an expedited review periods and agreeing to proceed with eminent domain when negotiations were not fruitful.
- **Understanding of ROW Laws and Regulations.** Bowman's experienced ROW Team will be involved early in the Project development process and will remain involved in providing information and comments to the design team throughout project development. Once the ROW authorization is received from VDOT, Bowman will proceed with the timely acquisition of the ROW and easements. Their staff or our sub-consultant title company will research and prepare the Preliminary Title Reports. At the same time, Bowman's appraisal staff, which is pre-qualified and approved by VDOT, initiates preparing the appraisals for the acquisitions. The finalized appraisal and any waiver appraisal valuations are then submitted to VDOT for review, approval of just compensation and authorization.

During that review process, Bowman coordinates with VDOT and prepares the documents to make a bona-fide offer to the landowner. Bowman's ROW Specialists negotiate the acquisitions with the affected landowner to present the bona-fide offer package which includes plans; appraisal or valuation; preliminary titles reports; draft legal documents; and any other information necessary for the landowners to make an informed decision. A reasonable amount of time will be provided to the landowners to obtain a decision on the bona-fide offer. As the ROW acquisition agreements are obtained, Bowman prepares any necessary documents and proceed with closings or the eminent domain process. The ROW Manager tracks all acquisition activities, provides VDOT with an Acquisition Status Report and keeps the RUMS system up to date, ensuring clear communications.

**VDOT's Role:** The proactive mitigation strategies discussed above, along with Bowman's familiarity with VDOT processes and staff, minimizes the ROW acquisition impact to the project, VDOT, and the design-build team. VDOT will be requested to provide the required public sector approvals of the ROW plans, just compensation valuations, and administrative settlements and the use of eminent domain.

# Appendix

**ATTACHMENT 3.1.2**

**Project: 0029-M03-371**

**STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS**

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

<b>Statement of Qualifications Component</b>	<b>Form (if any)</b>	<b>RFQ Cross reference</b>	<b>Included within 15-page limit?</b>	<b>SOQ Page Reference</b>
<b>Statement of Qualifications Checklist and Contents</b>	Attachment 3.1.2	Section 3.1.2	no	16
<b>Acknowledgement of RFQ, Revision and/or Addenda</b>	Attachment 2.10 (Form C-78-RFQ)	Section 2.10	no	19
<b>Letter of Submittal (on Offeror's letterhead)</b>				
Authorized Representative's signature	NA	Section 3.2.1	yes	1
Offeror's point of contact information	NA	Section 3.2.2	yes	1
Principal officer information	NA	Section 3.2.3	yes	1
Offeror's Corporate Structure	NA	Section 3.2.4	yes	1
Identity of Lead Contractor and Lead Designer	NA	Section 3.2.5	yes	1
Affiliated/subsidiary companies	Attachment 3.2.6	Section 3.2.6	no	20
Debarment forms	Attachment 3.2.7(a) Attachment 3.2.7(b)	Section 3.2.7	no	22
Offeror's VDOT prequalification evidence	NA	Section 3.2.8	no	30
Evidence of obtaining bonding	NA	Section 3.2.9	no	31

ATTACHMENT 3.1.2

Project: 0029-M03-371

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
<b>SCC and DPOR registration documentation (Appendix)</b>	Attachment 3.2.10	Section 3.2.10	no	34
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	36
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	47
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	60
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	62
<b>DBE statement within Letter of Submittal</b> confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	1
<b>Offeror's Team Structure</b>				
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	2
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	63
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	65
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	67
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	69
Organizational chart	NA	Section 3.3.2	yes	6
Organizational chart narrative	NA	Section 3.3.2	yes	5

ATTACHMENT 3.1.2

Project: 0029-M03-371

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
<b>Experience of Offeror's Team</b>				
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	71
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	74
<b>Project Risk</b>				
Identify and discuss three critical risks for the Project	NA	Section 3.5.1	yes	7

**ATTACHMENT 2.10**

**COMMONWEALTH OF VIRGINIA  
DEPARTMENT OF TRANSPORTATION**

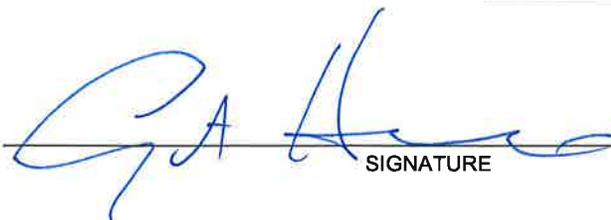
RFQ NO. C00118880DB114  
PROJECT NO.: 0029-M03-371

**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 19, 2022  
(Date)
2. Cover letter of Addendum #1- May 10, 2022  
(Date)
3. Cover letter of \_\_\_\_\_  
(Date)

  
 \_\_\_\_\_  
 SIGNATURE

6/1/2022  
 \_\_\_\_\_  
 DATE

Gregory A. Hamilton, PE, DBIA  
 \_\_\_\_\_  
 PRINTED NAME

Regional Sr. Vice President  
 \_\_\_\_\_  
 TITLE

**ATTACHMENT 3.2.6**  
**State Project No. 0029-M03-371**

**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.**

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

**ATTACHMENT 3.2.6**

**State Project No. 0029-M03-371**

**Affiliated and Subsidiary Companies of the Offeror**

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

**ATTACHMENT 3.2.7(a)**

**CERTIFICATION REGARDING DEBARMENT  
PRIMARY COVERED TRANSACTIONS**

**Project No.: 0029-M03-371**

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.

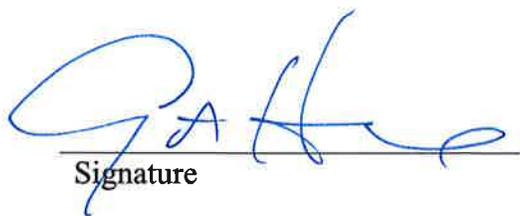
b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under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

6/1/2022  
\_\_\_\_\_  
Date

Regional Sr. Vice President  
\_\_\_\_\_  
Title

Kokosing Construction Company, Inc.  
\_\_\_\_\_  
Name of Firm

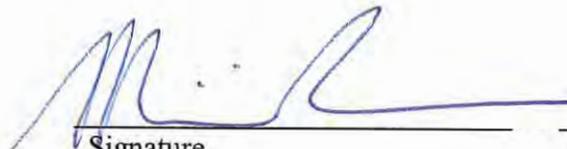
ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

**Project No.: 0029-M03-371**

- 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.

	5/3/2022	Partner
_____ Signature	_____ Date	_____ Title

Rummel, Klepper & Kahl, LLP  
\_\_\_\_\_  
Name of Firm

**ATTACHMENT 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

**Project No.: 0029-M03-371**

- 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

05/06/2022

\_\_\_\_\_  
Date

President

\_\_\_\_\_  
Title

CES Consulting, LLC

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

**ATTACHMENT 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

**Project No.: 0029-M03-371**

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

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

 _____ Signature	May 5, 2022 _____ Date	Director of Right of Way and Utility Coordination _____ Title
---	------------------------------	--

Bowman Consulting Group Ltd.  
\_\_\_\_\_  
Name of Firm

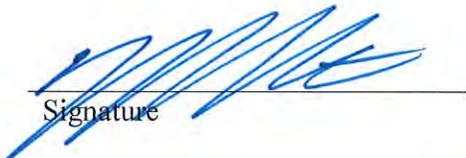
ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

Project No.: 0029-M03-371

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

 _____ Signature	<u>5-3-22</u> _____ Date	<u>VICE PRESIDENT</u> _____ Title
<u>LAND PLANNING &amp; DESIGN ASSOC. INC.</u> _____ Name of Firm		

**ATTACHMENT 3.2.7(b)**

**CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS**

**Project No.: 0029-M03-371**

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

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

  
\_\_\_\_\_  
Signature

May 13, 2022  
Date

Vice President  
Title

H & B Surveying and Mapping, LLC  
Name of Firm



ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT  
LOWER TIER COVERED TRANSACTIONS

Project No.: 0029-M03-371

- 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.

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Signature

May 9, 2022

Date

Branch Manager

Title

T2 UES, Inc.

Name of Firm



Virginia Department of Transportation

Date Printed: 06/01/2022

**Department's List of Prequalified Vendors  
Includes All Qualified Levels As Of 6/1/2022**

12:00 AM

Page 186

- K -

**Vendor ID:** K1805

**Vendor Name:** KOKOSING CONSTRUCTION COMPANY, INC.

**Prequal Level:** Prequalified

**Prequal Exp:** 06/30/2023

**-- PREQ Address --**

6235 WESTERVILLE ROAD

WESTERVILLE, VA 43081

Phone: (614)228-1029

Fax: (614)228-7065

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

003 - MAJOR STRUCTURES

022 - INCIDENTAL CONCRETE

179 - H.C.C. PAVEMENT

**Bus. Contact:** BODENHORN, RYAN

**Email:** RMB@KOKOSING.BIZ

**-- DBE Information --**

**DBE Type:** N/A

**DBE Contact:** N/A



Cathy L. Woodruff

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

Bryan W. Stevenson, P.E., DBIA  
Alternative Project Delivery Division  
Virginia Department of Transportation  
1401 East Broad Street, Richmond, VA 23219

June 2, 2022

**Subject:** Kokosing Construction Company, Inc.  
A Design-Build Project  
Transportation Improvements at Hydraulic Road and US 29, City of Charlottesville and Albemarle County, Virginia  
State Project No.: 0029-M03-371, C501, P101, R201  
Federal Project No.: STP-5104 (299); Contract ID Number: C00118880DB114

This letter will confirm that Kokosing Construction Company, Inc. is highly regarded by and prequalified with its surety companies, Liberty Mutual Insurance Company (A.M. Best Rating A, XV) and Travelers Casualty and Surety Company of America (A.M. Best Rating A++, XV), co-sureties for Kokosing Construction Company, Inc. Kokosing Construction Company, Inc. is capable of obtaining performance and payment bonds based on the current estimated contract value of \$16,700,000 for this project with aggregate contracts exceeding \$3 billion. These single project size and aggregate capacity levels are by no means meant to imply a maximum capacity level and should larger capacity amounts be necessary the underwriters are favorable toward providing Kokosing Construction Company, Inc. with higher support levels.

This letter also confirms that Kokosing Construction Company, Inc. is capable of providing 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction and said bonds will cover the Project and any warranty periods as provided for in the contract documents on behalf of Kokosing Construction Company, Inc., in the event they are the successful bidder and enter into a contract for this project.

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

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

Sincerely,

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



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

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

Certificate No: 8204866

### POWER OF ATTORNEY

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

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

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 15th day of February, 2021.

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



By: David M. Carey

David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss  
COUNTY OF MONTGOMERY

On this 15th day of February, 2021, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



Commonwealth of Pennsylvania - Notary Seal  
Teresa Pastella, Notary Public  
Montgomery County  
My commission expires March 28, 2025  
Commission number 1126044  
Member, Pennsylvania Association of Notaries

By: Teresa Pastella

Teresa Pastella, Notary Public

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

#### ARTICLE IV – OFFICERS: Section 12. Power of Attorney.

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

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 2nd day of June, 2022.



By: Renee C. Llewellyn

Renee C. Llewellyn, Assistant Secretary

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

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



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

**POWER OF ATTORNEY**

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

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



State of Connecticut

By:   
 Robert L. Raney, Senior Vice President

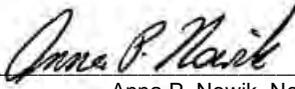
City of Hartford ss.

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

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

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



  
 Anna P. Nowik, Notary Public

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

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

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

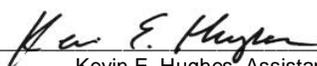
**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice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

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

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

Dated this 2nd day of June, 2022.



  
 Kevin E. Hughes, Assistant Secretary

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

**ATTACHMENT 3.2.10**  
**State Project No. 0029-M03-371**  
**SCC and DPOR Information**

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

<b>SCC &amp; DPOR INFORMATION FOR BUSINESSES (RFQ Sections 3.2.10.1 and 3.2.10.2)</b>							
<b>Business Name</b>	<b>SCC Information (3.2.10.1)</b>			<b>DPOR Information (3.2.10.2)</b>			
	<b>SCC Number</b>	<b>SCC Type of Corporation</b>	<b>SCC Status</b>	<b>DPOR Registered Address</b>	<b>DPOR Registration Type</b>	<b>DPOR Registration Number</b>	<b>DPOR Expiration Date</b>
Kokosing Construction Co., Inc.	11287375	Stock	Active	6235 Westerville Road Westerville, OH 43081	Class A Contractor	2705181948	12.31.23
RK&K, LLP	K0004178	LLP	Active	700 E. Pratt St., #500 Baltimore, MD 21202	ENG	0407002860	12.31.23
				12600 Fair Lakes Circle, #300, Fairfax, VA 22030	ENG	0411000577	2.29.24
				2100 East Cary St., #309, Richmond, VA 23223	ENG	0411000271	2.29.24
CES Consulting, LLC	S3416007	LLC	Active	23475 Rock Haven Way, #255, Dulles, VA 20166	ENG	0407005783	12.31.23
Bowman Consulting Group, Ltd.	11139594	Stock	Active	3951 Westerre Pkwy., #150, Richmond, VA 23233	ENG, LS	0411000610	2.29.24
				1300 Central Park Blvd., Fredericksburg, VA 22401	ENG, LS	0411000421	2.29.24
Land Planning and Design Associates, Inc.	01425545	Stock	Active	1006 E Jefferson St. #B, Charlottesville, VA 22902	LA	0407001789	12.31.23
H&B Surveying and Mapping, LLC	S2905604	LLC	Active	614 Moorefield Park Dr, Richmond, VA 23236	LS	0407005432	12.31.23
Froehling & Robertson, Inc.	00272112	Stock	Active	6185 Rockfish Gap Tpke., Crozet, VA 22932	ENG	0411001433	2.29.24
T2 Utility Engineers, Inc.	F2133587	Stock	Active	7217 E. 87 <sup>th</sup> St. Indianapolis, IN 46256	ENG	0407007771	12.31.23



# State Corporation Commission Clerk's Information System

## Entity Information

### Entity Information

Entity Name: Kokosing Construction Company, Inc.

Entity ID: 11287375

Entity Type: Stock Corporation

Entity Status: **Active**

Series LLC: N/A

Reason for Status: Active and In Good Standing

Formation Date: 01/16/1981

Status Date: 09/28/2021

VA Qualification Date: 09/28/2021

Period of Duration: Perpetual

Industry Code: 0 - General

Annual Report Due Date: N/A

Jurisdiction: OH

Charter Fee: \$250.00

Registration Fee Due Date: Not Required

## Registered Agent Information

RA Type: Entity

Locality: HENRICO COUNTY

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

Name: C T CORPORATION SYSTEM

Registered Office Address: 4701 Cox Rd Ste 285, Glen Allen, VA, 23060 - 6808, USA

## Principal Office Address

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

# State Corporation Commission Clerk's Information System

## Entity Information

### Entity Information

Entity Name: RUMMEL, KLEPPER & KAHL, LLP  
Entity Type: General Partnership  
Series LLC: N/A  
Formation Date: N/A  
VA Qualification Date: 09/25/2001  
Industry Code: 0 - General  
Jurisdiction: MD  
LLP Status: Yes  
Registration Fee Due Date: Not Required

Entity ID: K0004178  
Entity Status: **Active**  
Reason for Status: GP - LLP Status Only  
Status Date: 09/25/2001  
Period of Duration: N/A  
Annual Continuation Report Due Date: N/A  
Charter Fee: N/A

### Registered Agent Information

RA Type: Entity  
RA Qualification: BUSINESS ENTITY THAT IS AUTHORIZED TO TRANSACT BUSINESS  
IN VIRGINIA  
Name: C T CORPORATION SYSTEM

Locality: HENRICO COUNTY  
Registered Office Address: 4701 Cox Rd Ste 285, Glen Allen, VA, 23060 - 6808, USA

### Principal Office Address

Address: 700 E Pratt St Ste 500, BALTIMORE, MD, 21202 - 4919, USA

### Virginia Office Address

Address:

# State Corporation Commission Clerk's Information System

## Entity Information

### Entity Information

Entity Name: CES Consulting, LLC Entity ID: S3416007  
Entity Type: Limited Liability Company Entity Status: **Active**  
Series LLC: No Reason for Status: Active  
Formation Date: 10/14/2010 Status Date: 10/14/2010  
VA Qualification Date: 10/14/2010 Period of Duration: Perpetual  
Industry Code: 70 - Other DULY LICENSED PROFESSIONAL Annual Report Due Date: N/A  
ENTITY not listed below as SPECIFIED in  
Section 13.1-543 of the Code of Virginia  
Jurisdiction: VA Charter Fee: N/A  
Registration Fee Due Date: Not Required

### Registered Agent Information

RA Type: Individual Locality: FAIRFAX COUNTY  
RA Qualification: Member or Manager of the Limited Liability Company  
Name: AVTAR SINGH Registered Office Address: 12423 Henderson Rd, Clifton, VA, 20124 - 2021, USA

### Principal Office Address

Address: 23475 ROCK HAVEN WAY, SUITE 255,  
DULLES, VA, 20166 - 0000, USA



**COMMONWEALTH OF VIRGINIA  
STATE CORPORATION COMMISSION**

**Office of the Clerk**

November 25, 2020

Lindsey Cooke  
251 Little Falls Dr.  
Wilmington, DE, 19808

**RECEIPT**

RE: Bowman Consulting Group Ltd.  
ID: 11139594  
FILING NO: 2011252638444  
WORK ORDER NO: 202011251140840

Dear Customer:

This is your receipt for \$775.00 to cover the fees for filing an application for a certificate of authority to transact business in Virginia for a corporation with this office.

This is also your receipt for \$200.00 to cover the fee for expedited service.

The effective date of the certificate is November 25, 2020.

If you have any questions, please call (804) 371-9733 or toll-free in Virginia, (866) 722-2551.

Sincerely,

Bernard J. Logan  
Interim Clerk of the Commission

Delivery Method: Email

**COMMONWEALTH OF VIRGINIA  
STATE CORPORATION COMMISSION**

AT RICHMOND, NOVEMBER 25, 2020

The State Corporation Commission has found the accompanying application for a certificate of authority to transact business in Virginia submitted on behalf of

**Bowman Consulting Group Ltd.**

to comply with the requirements of law, and confirms payment of all required fees. Therefore, it is ORDERED that this

**CERTIFICATE OF AUTHORITY TO TRANSACT BUSINESS IN  
VIRGINIA**

be issued and admitted to record with the application in the Office of the Clerk of the Commission, effective November 25, 2020.

The corporation is authorized to transact business in Virginia, subject to all Virginia laws applicable to the corporation and its business.

STATE CORPORATION COMMISSION

By

A handwritten signature in black ink, appearing to read "Jehmal T. Hudson", with a long horizontal flourish extending to the right.

Jehmal T. Hudson  
Commissioner

# Commonwealth of Virginia



## STATE CORPORATION COMMISSION

Richmond, November 25, 2020

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

### **Bowman Consulting Group Ltd.**

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



STATE CORPORATION COMMISSION

Attest:

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

Interim Clerk of the Commission

## Entity Information

### Entity Information

Entity Name: LAND PLANNING AND DESIGN ASSOCIATES, INC.  
Entity ID: 01425545

Entity Type: Stock Corporation  
Entity Status: **Active**

Series LLC: N/A  
Reason for Status: Active and In Good Standing

Formation Date: 12/21/1972  
Status Date: 02/22/2013

VA Qualification Date: 12/21/1972

Period of Duration: Perpetual

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

Jurisdiction: VA  
Charter Fee: \$10.00

Registration Fee Due Date: Not Required

### Registered Agent Information

RA Type: Individual  
Locality: CHARLOTTESVILLE CITY

RA Qualification: Member of the Virginia State Bar

Name: RICHARD G RASMUSSEN III  
Registered Office Address: 250 E HIGH ST, CHARLOTTESVILLE, VA, 22902 -  
0000, USA

### Principal Office Address

# State Corporation Commission Clerk's Information System

## Entity Information

### Entity Information

Entity Name: H & B Surveying and Mapping, LLC  
Entity Type: Limited Liability Company  
Series LLC: No  
Formation Date: 04/27/2009  
VA Qualification Date: 04/27/2009  
Industry Code: 0 - General  
Jurisdiction: VA  
Registration Fee Due Date: Not Required

Entity ID: 52905604  
Entity Status: **Active**  
Reason for Status: Active  
Status Date: 04/27/2009  
Period of Duration: Perpetual  
Annual Report Due Date: N/A  
Charter Fee: N/A

## Registered Agent Information

RA Type: Individual  
RA Qualifications: Member of the Virginia State Bar  
Name: TIMOTHY H GUARE

Locality: HEIBRICO COUNTY

Registered Office Address: TIMOTHY H GUARE PLC, 6602 PARAGOVH PL STE 100, HEIBRICO, VA, 23230 - 0000, USA

## Principal Office Address

Address: 614 WOODFELDE PARK DRIVE, RICHMOND, VA, 23236 - 0000, USA

## Principal Information

Management Structure: N/A

# State Corporation Commission Clerk's Information System

## Entity Information

### Entity Information

Entity Name: FROHLING & ROBERTSON,  
INCORPORATED

Entity ID: 00272112

Entity Type: Stock Corporation

Entity Status: **Active**

Series LLC: N/A

Reason for Status: Active and In Good Standing

Formation Date: 10/11/1924

Status Date: 11/13/2009

VA Qualification Date: 10/11/1924

Period of Duration: Perpetual

Industry Code: 0 - General

Annual Report Due Date: N/A

Jurisdiction: VA

Charter Fee: \$2480.00

Registration Fee Due Date: Not Required

### Registered Agent Information

RA Type: Individual

Locality: RICHMOND CITY

RA Qualification: Member of the Virginia State Bar

Name: J. THOMAS O'BRIEN Jr.

Registered Office Address: 411 E Franklin St Ste 600, Spotts Fain Pk, Richmond, VA,  
23219 - 2200, USA

### Principal Office Address

Address: 3015 Dumbarton Rd, Henrico, VA, 23228 -  
5831, USA

## Entity Information

### Entity Information

Entity Name: T2 UES, Inc.  
Entity ID: F2133587  
Entity Type: Stock Corporation  
Entity Status: **Active**  
Series LLC: N/A  
Reason for Status: Active and In Good Standing  
Formation Date: N/A  
Status Date: 08/23/2019  
VA Qualification Date: 08/23/2019  
Period of Duration: Perpetual  
Industry Code: 0 - General  
Annual Report Due Date: N/A  
Jurisdiction: DE  
Charter Fee: \$50.00  
Registration Fee Due Date: Not Required

### 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 -  
0000, USA

([https://www.scc.virginia.gov/cir/cir\\_contact.aspx](https://www.scc.virginia.gov/cir/cir_contact.aspx))

(<https://www.facebook.com/VirginiaStateCorporationCommission>)

Principal Information

(<https://twitter.com/VASateCorpComm>)

Title	Director	Name	Address	Last Updated
President	Yes	Craig Snyder	7217 E 87th St, Indianapolis, IN, 46256 - 1204, USA	07/29/2021
	Yes	Michael Woods	10988 Richardson Road, Ashland, VA, 23005, USA	08/26/2020
Treasurer	No	Dennis Mitchell	7217 E 87th St, Indianapolis, IN, 46256 - 1204, USA	07/29/2021
Secretary	No	Victoria F. Nemeth	7217 E 87th St, Indianapolis, IN, 46256 - 1204, USA	07/29/2021
	Yes	Robert Ramsey	7217 E 87th St, Indianapolis, IN, 46256 - 1204, USA	07/29/2021
	Yes	Daniel Thie	7217 E 87th St, Indianapolis, IN, 46256 - 1204, USA	07/29/2021

Current Shares

Total Shares: 1000

[Filing History](#)

[RA History](#)

[Name History](#)

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[Garnishment Designees](#)

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COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2023

NUMBER

2705181948

BOARD FOR CONTRACTORS  
CLASS A CONTRACTOR  
\*CLASSIFICATIONS\* H/H



KOKOSING CONSTRUCTION COMPANY INC  
6235 WESTERVILLE ROAD  
WESTERVILLE, OH 43081



*Mary Broz-Vaughan*  
Mary Broz-Vaughan, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)

**DPOR** COMMONWEALTH of VIRGINIA  
Department of Professional and Occupational Regulation

CLASS A BOARD FOR CONTRACTORS  
CONTRACTOR

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

KOKOSING CONSTRUCTION COMPANY INC  
6235 WESTERVILLE ROAD  
WESTERVILLE, OH 43081



(FOLD)

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

DPOR-PC (02/2017)



<b>Name</b>	RUMMEL KLEPPER & KAHL LLP
<b>License Number</b>	0407002860
<b>License Description</b>	Business Entity Registration
<b>Rank</b>	Business Entity
<b>Address</b>	700 E PRATT ST STE 500, BALTIMORE, MD 21202
<b>Initial Certification Date</b>	1988-03-29
<b>Expiration Date</b>	2023-12-31

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The license information in this application was last updated at Tue Jan 11 02:50:17 EST.

License Lookup legal disclaimer

COMMONWEALTH of VIRGINIA

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

EXPIRES ON

02-29-2024

NUMBER

0411000577

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

PROFESSIONS: ENG



RUMMEL KLEPPER & KAHL LLP  
RK&K  
12600 FAIR LAKES CIR, STE 300  
FAIRFAX, VA 22030



*Demetrios J. Mellis*  
Demetrios J. Mellis, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA  
Department of Professional and Occupational Regulation

BOARD FOR APESCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000577 EXPIRES: 02-29-2024  
PROFESSIONS: ENG  
RUMMEL KLEPPER & KAHL LLP  
RK&K  
12600 FAIR LAKES CIR, STE 300  
FAIRFAX, VA 22030



(FOLD)

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

DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

02-29-2024

NUMBER

0411000271

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

PROFESSIONS: ENG



RUMMEL KLEPPER & KAHL LLP  
RK&K  
2100 EAST CARY ST  
SUITE 309  
RICHMOND, VA 23223



*Demetrios J. Mella*  
Demetrios J. Mella, Director

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COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

BOARD FOR APPLSCIDLA  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000271 EXPIRES: 02-29-2024  
PROFESSIONS: ENG  
RUMMEL KLEPPER & KAHL LLP  
RK&K  
2100 EAST CARY ST  
SUITE 309  
RICHMOND, VA 23223



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EXPIRES ON

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NUMBER

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

PROFESSIONS: ENG



CES CONSULTING LLC  
23475 ROCK HAVEN WAY  
SUITE 255  
DULLES, VA 20166



*Mary Broz-Vaughan*  
Mary Broz-Vaughan, Director

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BOARD FOR APELSCIDLA  
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PROFESSIONS: ENG  
CES CONSULTING LLC  
23475 ROCK HAVEN WAY  
SUITE 255  
DULLES, VA 20166



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EXPIRES ON

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0411000610

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

PROFESSIONS: ENG, LS



BOWMAN CONSULTING GROUP LTD  
3951 WESTERRE PKWY  
SUITE 150  
RICHMOND, VA 23233



*Mary Broz-Vaughan*  
Mary Broz-Vaughan, Director

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SUITE 150  
RICHMOND, VA 23233



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02-29-2024

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0411000421

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BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: LS, ENG



BOWMAN CONSULTING GROUP LTD  
1300 CENTRAL PARK BLVD  
FREDERICKSBURG, VA 22401



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Mary Broz-Vaughan, Director

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BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411000421 EXPIRES: 02-29-2024  
PROFESSIONS: LS, ENG  
BOWMAN CONSULTING GROUP LTD  
1300 CENTRAL PARK BLVD  
FREDERICKSBURG, VA 22401



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EXPIRES ON  
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0407001789

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

PROFESSIONS: LA



LAND PLANNING AND DESIGN ASSOCIATES INC  
1006 E JEFFERSON ST #B  
CHARLOTTESVILLE, VA 22902



*Mary Broz-Vaughan*  
Mary Broz-Vaughan, Director

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BOARD FOR AP/LS/CID/LA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407001789 EXPIRES: 12-31-2023  
PROFESSIONS: LA  
LAND PLANNING AND DESIGN ASSOCIATES INC  
1006 E JEFFERSON ST #B  
CHARLOTTESVILLE, VA 22902



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EXPIRES ON

12-31-2023

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0407005432

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

PROFESSIONS: LS



H & B SURVEYING & MAPPING LLC  
614 MOOREFIELD PARK DR  
RICHMOND, VA 23236



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*Mary Broz-Vaughan*  
Mary Broz-Vaughan, Director

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AND LANDSCAPE ARCHITECTS  
BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG



FROEHLING & ROBERTSON INC  
6185 ROCKFISH GAP TPKE  
CROZET, VA 22932



*Demetrios J. Melis*  
Demetrios J. Melis, Director

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BUSINESS ENTITY BRANCH OFFICE REGISTRATION  
NUMBER: 0411001433 EXPIRES: 02-29-2024

PROFESSIONS: ENG

FROEHLING & ROBERTSON INC  
6185 ROCKFISH GAP TPKE  
CROZET, VA 22932



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EXPIRES ON

12-31-2023

NUMBER

0407007771

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

PROFESSIONS: ENG



T2 UES INC  
7217 E 87TH ST  
INDIANAPOLIS, IN 46256



*Mary Brock-Vaughan*  
Mary Brock-Vaughan Director

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PROFESSIONS: ENG  
T2 UES INC  
7217 E 87TH ST  
INDIANAPOLIS, IN 46256



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# DPOR License Lookup License Number 0407007771

## License Details

<b>Name</b>	T2 UES INC
<b>License Number</b>	0407007771
<b>License Description</b>	Business Entity Registration
<b>Rank</b>	Business Entity
<b>Address</b>	10988 RICHARDSON RD, ASHLAND, VA 23005
<b>Initial Certification Date</b>	2019-11-01
<b>Expiration Date</b>	2023-12-31

## Related Licenses <sup>1</sup>

<b>License Number</b>	<b>License Holder Name</b>	<b>License Type</b>	<b>Relation Type</b>	<b>License Expiry</b>
0402023292	HUDGINS, MAYWOOD FRANKLIN JR	Professional Engineer License	Engineering	2023-03-31

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EXPIRES ON

10-31-2023

NUMBER

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



OWEN LEE PEERY  
2100 EAST CARY STREET  
SUITE 309  
RICHMOND, VA 23223



*Mary Broz-Vaughan*  
Mary Broz-Vaughan, Director

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Department of Professional and Occupational Regulation

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0402035169

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



AVTAR SINGH  
12423 HENDERSON ROAD  
CLIFTON, VA 20124



*Demetrios J. Mella*  
Demetrios J. Mella, Director

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PROFESSIONAL ENGINEER LICENSE  
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AVTAR SINGH  
12423 HENDERSON ROAD  
CLIFTON, VA 20124



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EXPIRES ON

11-30-2022

NUMBER

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CERTIFIED GENERAL REAL ESTATE APPRAISER



RICHARD DAVID STUCHELL  
12016 PADDOCK PLACE  
FREDERICKSBURG, VA 22407



*Mary Broz-Vaughan*  
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DPOR-LIC (02/2017)

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title: <b>Ryan Gorman, PE, DBIA   Vice President, Alternative Contracting</b>	
b. Project Assignment: <b>Design-Build Project Manager</b>	
c. Name of the Firm with which you are employed at the time of submitting SOQ.: <b>Kokosing Construction Company</b>	
d. Employment History: With this Firm <b>25</b> Years With Other Firms <b>1</b> Years Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below): <b>Kokosing Construction Company: Start Date: 2016   End Date: Present   Position: Vice President, Alternative Contracting:</b> Manages design-build projects from procurement to final execution. Served as design-build integrator on two VDOT design-build projects where he streamlined integration with design and construction teams. <b>Start Date: 2015   End Date: 2016   Position: Design-Build Manager:</b> Involved on an executive level on design-build procurements and projects. <b>Start Date: 2012   End Date: 2015   Position: Business Development Manager/Sr. Estimator:</b> Managed Design-Build, Estimating, and Marketing Departments in Corman Kokosing's office near Richmond, VA. <b>Start Date: 1996   End Date: 2012   Position: Project Engineer/Superintendent/Project Manager/Operations Manager:</b> Continuous progression of roles/responsibilities on road, bridge, and utility projects for VDOT, the City of Richmond, and counties in Virginia. Managed onsite personnel, developed/reviewed QA/QC plans/programs, outlined project plans, inspected/reviewed projects for safety/quality compliance, and ensured projects were completed on time. <b>Organization:</b> Virginia Transportation Construction Alliance (VTCA): Immediate Past President	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: <b>Clarkson University, Potsdam, NY   BS   1995   Civil Engineering</b> <b>Virginia Tech, Blacksburg, VA   2001   Transportation Construction Management, Leadership Training</b>	
f. Active Registration: Year First Registered/ Discipline/VA Registration #: <b>2002   Registered Professional Engineer   VA Registration #0402033522</b> <b>2006   Virginia DEQ Responsible Land Disturber   #RLD12750</b>	
g. Document the extent and depth of your experience and qualifications relevant to the Project. 1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <b>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</b> * On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.	

**DESIGN-BUILD ROUTE 29 SOLUTIONS, ALBEMARLE COUNTY, VA | \$129 M | VDOT**

<b>Firm:</b> Kokosing Construction Company	<b>Project Role:</b> Interim Design-Build Project Manager, Deputy Design-Build Project Manager, Responsible Charge Engineer
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<b>Start Date:</b> Jan. 2015	<b>End Date:</b> July 2017
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**Specific Responsibilities:** As **Interim Design-Build Project Manager** during the pre-construction phase, **Deputy DBPM** during construction, and **Responsible Charge Engineer** for the entire project, Ryan ensured design, utility relocations, ROW acquisition, environmental permitting, construction, quality management, contract administration, material procurement, equipment services were performed timely and in accordance with the contract requirements. Ryan worked with the design/construction teams to streamline integration, compiled final Released for Construction plans/specifications/final work packages, communicated with VDOT, and acted on behalf of the design-builder joint venture. He oversaw coordinating design elements from a design/construction perspective and worked closely with the design manager. Ryan made engineering designs and evaluated for any project impacts; was available to resolve potential hazards; made/approved engineering decisions during construction; had the authority to stop work and ensured safe, constructible, and functional project delivery. He also coordinated/attended public meetings and answered questions. This project is a major investment into Charlottesville/Albemarle County's infrastructure to improve mobility/reduce congestion on Route 29, a major corridor which included a Route 29/Rio Road grade separated intersection, widening Route 29 for 1.8 miles, and extending Berkmar Drive 2.3 miles on new alignment. Traffic now moves more smoothly through the Route 29/Rio Road intersection, one of the most congested intersections of the corridor. Constructed the intersection that carries 29 thru traffic beneath Rio Road via a modified Single Point Urban Interchange (SPUI). Two thru lanes in each direction were constructed underneath Rio Road to carry Route 29 north/southbound. Four local lanes outside the thru lanes were constructed for local access to/from Route 29 and Rio Road. Rio Road Bridge was a single-span overpass of the new Route 29 thru lanes with most of the substructure constructed under live traffic. Performed

structural engineering of the intersection via a design method never constructed in Virginia. Placed the abutments on top of the soldier pile retaining wall which minimized the bridge's footprint and kept Route 29 traffic open throughout construction. Modified profile of depressed roadway section which reduced length by 30% and the transition length/shift at the north/south end of Route 29 which minimized business/utility impacts, reduced pavement reconstruction, and ROW/easement acquisitions. Rio Road crossover was closed for 57 days (103 days allowed) to complete the SPUI, bridge/retaining walls across Route 29, and thru lanes. Worked six days a week, including constructing sidewalks and pedestrian crossings/hardware around the intersection, and improved the pedestrian signals at the intersection. The intersection was reopened 46 days ahead of schedule. Before, travelers blended with local traffic accessing shopping malls/businesses. With this new intersection, they are separated from local traffic, making businesses more accessible. It also reduced crashes/improved safety. Widened Route 29, including reconstructing the northbound lanes and a shared-use path/sidewalk on one side. A pedestrian crosswalk guides users to a sidewalk on the west side of the road. Extended Berkmar Drive, including a 716-ft. long steel girder bridge with a concrete deck and replacing an intersection with a single-lane roundabout for free traffic flow. There are two travel lanes, a sidewalk on the west side, and a shared-use path on the east side. Project was completed ahead of schedule. **Ryan worked with proposed team members Owen Peery (RKK), Avtar Singh (CES), Jonathan Smith (Kokosing). Relevancy: VDOT Design-Build; roadway, including traffic analysis; survey; structures/bridges; environmental; geotechnical; hydraulics; traffic control devices; TMP; ROW acquisitions; utility relocations, adjustments, coordination; public involvement/relations; QA/QC; construction engineering/inspection; project management**

**ROUTE 1 TIE-IN TO WOODROW WILSON BRIDGE URBAN DECK VA-4, ALEXANDRIA, VA | \$62.7 MILLION | VDOT**

**Firm:** Kokosing Construction Company | **Project Role:** Project Manager

**Start Date:** Jan. 2003 | **End Date:** April 2008

**Specific Responsibilities: Project Manager.** Ryan oversaw construction from start up to close out, managed the project team, equipment and material procurement, managed design completion and review (temporary bridges, formwork, access platforms, support of excavation, utility support systems, sound walls, value engineering proposals, and erection drawings), technical supervision of field operations, established objectives/goals, work plans, budgets and resources, procured/coordinated subcontractors, developed the project-specific safety program, monitored short/long range scheduling, conducted progress meetings, evaluated/minimized exposures and risks, mitigated issues, reviewed/approved deliverables, RFIs, change orders, administered contracts, and oversaw budget, safety, and quality compliance. He participated in public meetings and answered questions and was responsible to avoid/resolve disputes. Ryan worked with the designer to design-build a temporary low-density cementitious fill ramp to replace a proposed bridge for MOT for an environmentally-friendly approach to exceed at a higher level. Two-phased multi-level bridge and roadway project that widened ½ mile of the I-495 Beltway from six lanes to the final 14-lane configuration from the Route 1 Interchange. Reconstructed one mile of George Washington Parkway and constructed a new urban deck bridge over I-495 composed of three separate bridges. Coordinated the temporary relocation of bus stops as needed throughout construction. Intersection improvements and pedestrian crossings were reconstructed at two intersections. The award-winning, two phase Virginia Advance Connector was constructed to the bridge by shifting the Capital Beltway, which allowed construction to start on the north half nine months earlier making it independent of the other projects. Close coordination/collaborative teamwork resulted in performing work each weekend ahead of schedule with minimal impact to the public. Constructed two jogging/bicycle trails on the George Washington Parkway trail to access Jones Point Park. Built connector roads accessing the Beltway to the newly constructed outer loop Woodrow Wilson Bridge. **Ryan received a VDOT Commissioner's Award for Outstanding Achievement. Relevancy: VDOT design-build elements; roadway, structures/bridge; environmental; geotechnical; traffic control devices; utility relocations; public involvement/relations; project management**

**DESIGN-BUILD I-64 ROUTE 15 (ZION CROSSROADS) INTERCHANGE IMPROVEMENTS, ZION CROSSROADS, VA | \$6.8 MILLION | VDOT**

**Firm:** Kokosing Construction Company | **Project Role:** Design-Build Project Manager

**Start Date:** Sept. 2012 | **End Date:** Nov. 2012

**Specific Responsibilities: Design-Build Project Manager.** Ryan oversaw design, construction, quality management and contract administration, managed the Design, Construction, and QA Managers, managed procurement/furnishing of materials, equipment, and labor, developed the Quality Control Plan with the designer and supervised implementation, and coordinated/attended public meetings. This project improves the I-64 Interchange on Route 15 at Zion Crossroads and reconstructs the 0.49 mile stretch of Route 15, improving the Route 15/Spring Creek Parkway intersection and realigning the standard diamond interchange into a Diverging Diamond Interchange (DDI), which was the first one in Virginia. By briefly shifting vehicles to the opposite side of the road, it eliminated traditional left turns that must cross oncoming traffic. It improves safety/traffic flow by reducing the number of spots where vehicles can collide and handles more than 600 left turns per hour, twice the capacity of a conventional interchange. Widened the ramps to/from I-64 to accommodate the turning movements of the new DDI and the approach roadway to those ramps. Our concept removed trap lanes on Route 15 for traffic exiting from I-64 off ramps and detrimental weaves. This reconfiguration eliminated replacing a signal and raised medians that were in the RFP. It improved safety by eradicating a potential obstruction to traffic, eases maintenance, and alleviates confusion on the I-64 off-ramps. **Relevancy: VDOT Design-Build; roadway, including traffic analysis; survey; environmental; geotechnical; traffic control devices; TMP; ROW; utility relocations; public involvement/relations; QA/QC; construction engineering/inspection; project management**

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

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title: <b>Avtar Singh, PE, CCM, DBIA   President and Quality Assurance Manager</b>	
b. Project Assignment: <b>Quality Assurance Manager</b>	
c. Name of the Firm with which you are employed at the time of submitting SOQ.: <b>CES Consulting, LLC</b>	
d. Employment History: With this Firm <b>11</b> Years With Other Firms <b>16</b> Years Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below): <b>CES Consulting, LLC: Start Date: 2010   End Date: Present   Position: President/QAM:</b> Hands-on manager who manages QA and QC services for design-build and P3 projects. He develops/updates QA/QC plans and monitors compliance; conducts QA audits of the design QA/QC Plan; manages QA inspection/testing to confirm correct frequency and accuracy of QC inspection/testing; approves materials testing reports; identifies/resolves non-compliant work and testing results; certifies compliance to contract requirements; leads preparatory inspection meetings; coordinates witness and hold points; prepares QA reports and Non-Conformance Reports; maintains the non-conformance log, deficiency log, and project testing/frequencies Materials Notebook; and generates the punch list and verifies completion. <b>VDOT Northern Virginia District: Start Date: Jan. 2006   End Date: Dec. 2010   Position: Area Construction Engineer:</b> Avtar was responsible for over 28 projects with a cumulative construction value of over \$230 Million. He managed VDOT design-bid-build projects and oversaw locally administered projects in Prince William and Loudoun counties. Avtar was responsible for constructability and biddability reviews prior to advertisement, project startup and execution, pay application certifications, and contract closeouts and that startup, execution and closeout processes complied with VDOT/FHWA standards. Avtar resolved contractual issues with the District and central offices and field issues; reviewed/negotiated work orders; and resolved construction and schedule claims. <b>Certifications:</b> CMAA, Certified Construction Manager, #A2127; DBIA, Design Build Professional, #141914; DEQ Dual Combined Administrator (05/26/2024); Intermediate Work Zone (02/19/2023) OSHA 30-Hour Safety Training	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: <b>George Washington University, Washington, DC   Masters Certificate   2007   Project Management</b> <b>Queens University, Kingston Ontario   MS   1994   BS   1992   Civil Engineering</b>	
f. Active Registration: Year First Registered/ Discipline/VA Registration #: <b>2001   Registered Professional Engineer   VA Registration #0402035169</b>	
g. Document the extent and depth of your experience and qualifications relevant to the Project. 1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <b>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</b> * On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.	
<b>DESIGN-BUILD ROUTE 29 SOLUTIONS, ALBEMARLE COUNTY, VA   \$129M   VDOT</b>	
<i>Firm:</i> CES Consulting, LLC	<i>Project Role:</i> Quality Assurance Manager
<i>Start Date:</i> Feb. 2015	<i>End Date:</i> July 2017
<b>Specific Responsibilities: Quality Assurance Manager.</b> Avtar managed QA inspection/testing services for this project, including Route 29/Rio Road grade separated intersection; widening Route 29, and extending Berkmar Drive. He conducted QA management, inspection, testing, documentation to confirm QC inspection/testing accuracy and deficiencies/non-compliant work were corrected. Involved inspecting bridge construction and MOT Plan that facilitated accelerated construction while maintaining Route 29 traffic. He monitored the construction QC program, prepared the QA/QC Plan ensuring testing/sampling procedures met/exceeded requirements and oversaw QC inspections in compliance with QA/QC Plan. Avtar was responsible for QA staffing; reviewing/confirming inspection frequencies and reporting; conducting/participating in preconstruction and weekly meetings; reviewing/approving RFIs; certifying compliance with contract/monthly payment applications; and auditing ESC inspections. He ensured adherence to environmental permits/commitments and work/materials, testing/sampling, and work zones conformed with contract and approved for construction plans/specifications. Avtar recommended procedural improvements that reduced rework and construction costs. He recommended solutions to meeting a fast-track schedule, maintaining heavy traffic and pedestrian safety; wet/dry utility relocations with latent conflicts and tight urban workspaces; and maintaining access/minimizing business impacts. He certified compliance with contract/monthly Applications of Payment. This project was a major investment into Charlottesville/Albemarle County's infrastructure to improve mobility/reduce congestion on Route 29, a major corridor. Traffic moves more smoothly through the Route 29/Rio Road intersection, one of the corridor's most congested intersections. Constructed intersection that carries 29 thru traffic beneath Rio Road via a modified Single Point Urban Interchange (SPUI). Two thru lanes in each direction were constructed underneath Rio Road to carry 29 north/southbound. Four local lanes outside the thru lanes were constructed for local access to/from Route 29/Rio Road. Rio Road Bridge was a single-span overpass of the new Route 29 thru lanes with most of the substructure constructed under	

live traffic. Structural engineering of the intersection was via a design method never constructed in Virginia. Placed abutments on top of the soldier pile retaining wall which minimized bridge's footprint and kept Route 29 traffic open throughout construction. Depressed roadway section profile was modified which reduced length by 30% and transition length/shift at north/south end of Route 29 which minimized business/utility impacts, reduced pavement reconstruction, and ROW/easement acquisitions. Rio Road crossover was closed for 57 days (103 days allowed) to complete SPUI, bridge/retaining walls across Route 29, and thru lanes. Crews worked six days a week, including constructing sidewalks and pedestrian crossings/hardware around intersection, and improved pedestrian signals. Intersection was reopened 46 days ahead of schedule. Before, travelers blended with local traffic accessing shopping malls/businesses. Now, they are separated from local traffic, making businesses more accessible. It also reduced crashes/improved safety. Widened Route 29 4-6 lanes, including reconstructing northbound lanes and shared-use path/sidewalk on one side. A pedestrian crosswalk guides users to a sidewalk on west side of the road. Extended Berkmar Drive, including a 716-ft. long steel girder bridge with a concrete deck, replaced an intersection with a single-lane roundabout for free traffic flow, two travel lanes, sidewalk on the west side, and shared-use path on the east side. Project was completed ahead of schedule. **Avtar worked with proposed team members Ryan Gorman/Jonathan Smith (Kokosing), Owen Peery (RKK). Relevancy: VDOT Design-Build; roadway, including traffic analysis; survey; structures/bridges, environmental; geotechnical; hydraulics; traffic control devices; TMP; ROW acquisitions; utility relocations, adjustments, coordination; public involvement/relations; QA/QC; construction engineering/inspection; project management**

**DESIGN-BUILD ALBEMARLE BUNDLED PROJECTS, CHARLOTTESVILLE, VA | \$28.5M | VDOT**

**Firm:** CES Consulting, LLC

**Project Role:** Quality Assurance Manager

**Start Date:** August 2019

**End Date:** Jan. 2023

**Specific Responsibilities: Quality Assurance Manager.** Avtar manages QA services for this project that modifies an I-64 interchange, constructs a Route 250 diverging diamond interchange (DDI), constructs two roundabouts (Route 250/Route 151; Route 20/Route 649) and Rio Mills/Berkmar Drive connection, including pedestrian facilities. The two single-lane roundabouts improved intersection, reconfigured traffic movements, eliminated left turns and enhance safety. DDI improves safety/traffic flow and volume connecting to I-64. It includes ramp improvements, new/upgraded signals, and utility relocations. By shifting vehicles to opposite side of the road, it eliminates left turns that cross over oncoming traffic. Avtar drafted construction QA/QC plan, validates compliance with approved plans/specifications and determines acceptance of materials/workmanship. He manages QA inspection, testing, documentation of construction components/operations; coordinates QC, QA, OIA inspection teams; oversees QC inspections; monitors schedule/budget; facilitates preparatory inspection/progress meetings; provides input on design/construction issues; conducts QC record audits; and certifies compliance with contract/monthly payment applications. Avtar monitors contractor's QC program, ensures adherence to environmental permits/commitments and that work/materials, testing/sampling, work zones conform to contract/approved for plans/specifications. Challenges include construction under heavy traffic and scheduling/maximizing work of limited staff to inspect/document. Under Avtar's direction, QA team led bolt testing, materials, and installation acceptance processes, including providing QC access to testing equipment to prevent a 6-8-week project delay. Value engineered asphalt procedures onsite that provided a better quality final product. Suggested alternative pavement structures in areas of shoulder repair for Fontaine Ave. ramp improvements, which improved pavement strength for VDOT and contractor cost savings. When field conditions did not allow penetration of grounding rods for signal electrical service, suggested an alternative grounding design, which resulted in electrical resistance values that met specifications/prevented delays. Avtar implemented PlanGrid system for efficient sharing of higher quality QA/QC field documentation and increased time in the field for inspection personnel. His leadership was instrumental achieving a 96.97% CQIP score, exceeding Culpeper District's CQIP target. **Relevancy: VDOT Design-Build; roadway; survey; structures; environmental; geotechnical; hydraulics; traffic control devices; TMP, ROW acquisitions, utilities; public involvement/relations; QA/QC; construction engineering/inspection; project management**

**DESIGN-BUILD WARRENTON SOUTHERN INTERCHANGE, FAUQUIER COUNTY, VA | \$18.5M | VDOT**

**Firm:** CES Consulting, LLC

**Project Role:** Quality Assurance Manager

**Start Date:** Feb. 2018

**End Date:** Oct. 2020

**Specific Responsibilities: Quality Assurance Manager.** Avtar managed QA services for this project that converted a signalized intersection into a roundabout based on a modified barbell interchange concept and constructed a 173-ft. long precast-concrete bridge over Route 29 with two roundabouts at each end and a 2,000-ft.-long pedestrian path across the bridge. Traffic movements were reconfigured and lefts turns were eliminated. Avtar drafted the construction quality management plan, validated compliance with approved plans/specifications and determined acceptance of materials/workmanship. He managed QA inspection, testing, documentation to confirm compliance of QC inspection, testing, and documentation services; coordinated OIA/IV testing with VDOT; certified compliance with contract/monthly payment applications. Avtar developed/ensured adherence to the QA/QC Plan, monitored construction QC program, and ensured work/materials, testing/sampling and work zones conformed with contract/approved for construction plans/specifications. He recommended solutions due to work in heavy traffic safety concerns, limited staff to inspect day/night operations, and MOT patterns to allow construction of ramps coming off the roundabouts. Since design eliminated SWM ponds and were not available as temporary sediment basins, Avtar's QA team monitored/confirmed ESCs were installed/worked correctly to prevent offsite discharges. Inspected ESCs twice weekly/followed up to confirm repairs were made immediately. Worked with VDOT's VPDES coordinator to review and add additional ESC to supplement design. PlanGrid documented E&S needing repair and confirmed quick closeout/documentation. Avtar's QA/QC Plan/QA materials testing/inspection services received **Exceeds Expectations** VDOT ratings. Due to his leadership, QA team received 100% CQIP score. **Relevancy: VDOT Design-Build; roadway, survey; bridge; environmental; geotechnical; traffic control devices; TMP; ROW acquisitions; utilities; public involvement/relations; QA/QC; construction engineering/inspection; project management**

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

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>		
a. Name & Title: <b>Owen L. Peery, PE   Director, Transportation</b>		
b. Project Assignment: <b>Design Manager</b>		
c. Name of the Firm with which you are employed at the time of submitting SOQ.: <b>RK&amp;K</b>		
d. Employment History: With this Firm <b>35</b> Years With Other Firms <b>4</b> Years Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below): <b>RK&amp;K, Director, Transportation, 2002 – Present:</b> Owen leads RK&K’s transportation efforts throughout Virginia and has been the project manager and/or lead project engineer for many transportation/civil engineering projects. He manages in-house engineering and administrative staff, client and owner/agency coordination, direction of design by in-house staff and subconsultant personnel, public interaction, including public hearings/workshops, and budgets and schedules. Design experience includes the layout and design of urban/rural interstates, roadways, streets, interchanges, at-grade intersections, civil-site plan coordination and design, drainage and stormwater design, erosion & sediment control quantities, estimates and specifications. He specializes in the design of urban and freeway, interstate facilities and the extensive inter-agency, stakeholder, utility and owner coordination required with urban improvements. He has been RK&K’s Design Manager on several design-build projects and assisted VDOT preparing Design-Build and P3 contract documents. Most of his work has been widening and rehabilitation of existing facilities. Owen has managed 150 VDOT projects or assignments over the past 15 years. He is currently Vice Chair of the ACEC Transportation Committee and Chair of the Transportation Procurement Subcommittee, and was a former member of the Engineering Consultant Leadership Committee (ECLC) of the VTCA.		
<b>SUMMARY OF RELEVANT EXPERIENCE</b>		
<ul style="list-style-type: none"> <li>▪ 35 years of transportation experience</li> <li>▪ 24 years of design management experience</li> <li>▪ Design Manager for Major VDOT Design-Build Projects</li> <li>▪ Public Outreach Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Over 150 VDOT projects</li> <li>▪ Urban / Suburban interchange design</li> <li>▪ Roadway widening and rehabilitation</li> <li>▪ Roadway on new alignment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complex maintenance of traffic</li> <li>▪ Coordinates multidisciplinary engineering teams and services</li> <li>▪ Expertise in roadway improvement projects</li> <li>▪ Safety improvement projects</li> </ul>
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: <b>Virginia Military Institute, Lexington, VA/BS/1983/Civil Engineering</b>		
f. Active Registration: Year First Registered/ Discipline/VA Registration #: <b>2009/Professional Engineer/VA (#0402046882)</b>		
g. Document the extent and depth of your experience and qualifications relevant to the Project. 1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <b>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</b> * On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project		
<b>DESIGN-BUILD ROUTE 29 SOLUTIONS – ROUTE 29/RIO ROAD GRADE SEPARATED INTERSECTION, ALBEMARLE COUNTY, VA, \$46.3 MILLION, VDOT</b>		
<b>Name of Firm:</b> RK&K	<b>Project Role:</b> Design Manager	
<b>Beginning Date:</b> Jan. 2015	<b>End Date:</b> July 2017	
<b>Design Manager.</b> Owen was responsible for leading/overseeing the design and construction engineering which included numerous design subconsultants/specialists. This project is a major investment into Charlottesville/ Albemarle County’s infrastructure to improve mobility/reduce congestion on Route 29, a major corridor which included Route 29/Rio Road grade separated intersection. Traffic now moves more smoothly through the Route 29/Rio Road intersection, one of the most congested intersections of the corridor. Constructed the intersection that carries 29 thru traffic beneath Rio Road via a modified Single Point Urban Interchange (SPUI). Two thru lanes in each direction were constructed underneath Rio Road to carry Route 29 north/southbound. Four local lanes outside the thru lanes were constructed for local access to/from Route 29 and Rio Road. Rio Road Bridge was a single-span overpass of the new Route 29 thru lanes with most of the substructure constructed under live traffic. Rio Road crossover was closed for 57 days (103 days allowed) to complete the SPUI, bridge/retaining walls across Route 29, and thru lanes. Constructed sidewalks and pedestrian crossings/hardware around the intersection, and improved the pedestrian signals at the intersection. The intersection was reopened 46 days ahead of schedule. Before, travelers blended with local traffic accessing shopping malls/businesses.		

With this new intersection they are separated from local traffic, making businesses more accessible. It also reduced crashes/improved safety.

Owen coordinated the structural engineering design with other project elements, including roadway, stormwater and maintenance of traffic. The innovative bridge design, the first of its kind in Virginia, was designed with the superstructure functioning as a compression strut, allowing the bridge abutments to be an integral part of the retaining walls below the bridge and reducing the length of the bridge. He led and coordinated the individual design disciplines, including coordination of bridge/roadway designs, drainage, utilities, right-of-way, and environmental permitting and compliance, which reported directly to him. He worked closely with the design-build project manager to ensure the project design was completed per the contract. construction, Owen coordinated the review and response to shop drawings, RFIs and field questions. He coordinated with adjacent project elements to keep the project on budget and on schedule. Owen was also the Design QA/QC Manager where he established/oversaw the QA/QC program for design review, VDOT review coordination, specifications and constructability. Design innovations led to early completion and opening the intersection along with improved safety/mobility in this congested corridor. **Owen worked with proposed team members Ryan Gorman (Kokosing), Avtar Singh (CES), Jonathan Smith (Kokosing).**

**Relevancy:** VDOT Design-Build; roadway, including traffic analysis; survey; structures/bridges; environmental; geotechnical; hydraulics; traffic control devices; TMP; ROW acquisition; utility relocations, adjustments, coordination; public involvement/relations; QA/QC; construction engineering/inspection; project management.

**NORTH MAIN STREET, TOWN OF BLACKSBURG, VA, \$6.6 MILLION, TOWN OF BLACKSBURG**

**Name of Firm:** RK&K

**Project Role:** Project Manager

**Beginning Date:** Oct. 2010

**End Date:** Nov. 2011

**Project Manager.** Owen was responsible for planning, preliminary engineering and final design, including establishing/overseeing the design QA/QC program. He coordinated the design disciplines, ensuring the final design conformed with the contract, reviewed/approved working drawings, shop drawings, and performing constructability reviews. This project was an effort to reduce accidents by providing traffic calming and improve pedestrian safety. Reduced the number of lanes of roadway in exchange for wider sidewalks, improved crosswalks, landscape to restrict undesirable pedestrian crossings and streetscape. The project was one-half mile and provided one lane of traffic in each direction and a center turning lane and three proposed traffic signals with signalized pedestrian accommodations. The roundabout defines the gateway and is effective at controlling speeds, reducing vehicle conflict points, providing increased capacity, and enhancing pedestrian/bicycle circulation.

A key feature was the replacement of a signal at the intersection of Prices Fork Road, Main Street and a shopping center with a roundabout. This was a particularly complex location for a roundabout due to the amount of traffic at this intersection, the grade of the intersection and the proximity of businesses/private property. One challenge was the design of the roundabout near signalized intersections. A detailed computer animation of the interaction of the signals and roundabout were developed so that signal timings could be set to prevent traffic queueing into the roundabout. This even considered pedestrian crossings and transit buses stopping. To minimize utility impacts and relocations, the design was revised to shift a retaining wall and fence, adjusted inlet locations and modified the pavement section so that impacts to the existing water line were reduced. Owen led a vigorous public outreach program to gain acceptance for the concept to narrow the roadway and the roundabout that involved many stakeholders in the corridor and included meetings with business owners and coordination with Blacksburg Transit to modify bus service during/after construction.

**Relevancy:** Developed urban corridor; survey; roadway, including traffic analysis; erosion & sediment control; hydraulics; traffic control devices; ROW; utility; public involvement/relations; roundabout; enhanced pedestrian facilities; construction engineering.

**ROUTE 29/250 INTERCHANGE (BEST BUY RAMP), CITY OF CHARLOTTESVILLE, VA, \$13 MILLION, VDOT**

**Name of Firm:** RK&K

**Project Role:** Project Manager

**Beginning Date:** Sept. 2011

**End Date:** Nov. 2014

**Project Manager.** Owen coordinated all design disciplines, including subconsultants, ensured the design conformed with the contract, and oversaw the design QA/QC program for this project that improves traffic operations and reduces delays along southbound US 29 (Emmet Street) and westbound Route 250 Bypass. Added one southbound lane along Route 29 by widening in the median and an additional lane along the westbound entrance ramp onto the Route 250 Bypass by widening to the outside of the existing ramp. The project also included three proposed traffic signals with signalized pedestrian accommodations and rerouting the sidewalk to eliminate pedestrian interactions with the free-flowing vehicles on the ramps.

As part of the environmental review, a noise study was performed and the proposed design and ROW were adjusted to accommodate the noise barriers along the eastbound/westbound lanes of the Route 250 Bypass between Route 29 and Barracks Road.

**Relevancy:** Developed urban corridor; roadway, including traffic analysis, retaining wall structures; erosion & sediment control; hydraulics; ROW; public outreach; intersection and signals, pedestrian access and accommodations

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

**ATTACHMENT 3.3.1  
KEY PERSONNEL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title: <b>Jonathan Smith   Project Manager</b>	
b. Project Assignment: <b>Construction Manager</b>	
c. Name of the Firm with which you are employed at the time of submitting SOQ.: <b>Kokosing Construction Company</b>	
d. Employment History: With this Firm <b>9</b> Years With Other Firms <b>4</b> Years Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below): <b>Kokosing Construction Company: Start Date: 2021   End Date: Present   Position: Project Manager:</b> Oversees construction, leads the project team, equipment and material procurement, establishes/executes objectives and goals, completes work plans, maintains budgets/resources, procures/coordinates subcontractors, develops project-specific safety program with project teams, monitors schedules, conducts progress meetings, evaluates/minimizes exposures and risks, mitigates issues, reviews/approves deliverables, RFIs, change orders, administers contracts, oversees budget, safety, and quality compliance, and steers projects to successful completion. <b>Start Date: 2013   End Date: 2021   Position: Project Engineer:</b> Provided project management, monitored construction, safety and quality standards, ensured conformance to plans/specifications, daily planning and CPM schedules, updated monthly schedules and reviewed two-week look ahead schedules with superintendents, attended onsite progress meetings, supervised and coordinated submittals/drawings, subcontractor/supplier coordination, material procurement, cost control, budgets, negotiated change orders, and identified issues and field troubleshooting while minimizing costs and schedule impacts. He spent two years as an Estimating Dept. team member, specializing in structures, and contributed to six Virginia contract awards. <b>Flippo Construction Co.: Start Date: 2011   End Date: 2013   Position: Project Engineer:</b> Oversaw daily operations, coordinated crews/subcontractors, created/submitted/tracked/negotiated change orders, created RFIs and maintained jobsite logs/drawings, conducted meetings, created/maintained monthly cost reports, and reviewed/approved Owner estimates and subcontractor pay requests on bridge and utility projects. <b>Smith &amp; Associates Construction: Start Date: 2009   End Date: 2011   Small Business Owner:</b> Oversaw daily operations of this residential remodeling company, including estimating, bidding and managing projects. <b>Matt Construction: Start Date: 2008   End Date: 2009   Project Engineer:</b> Involved in building construction where he updated/maintained project schedules with superintendents, maintained RFIs, submittals, change orders, and ensured subcontractor material deliveries. He created scope of work documents, analyzed bids, procured subcontractors, conducted subcontractor interviews, and awarded contracts.	
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: <b>University of Virginia, Charlottesville, VA   BS   2005   Civil Engineering</b>	
f. Active Registration: Year First Registered/ Discipline/VA Registration #: <b>2018   VDOT Erosion &amp; Sediment Control Contractor Certification   #4-00224</b> <b>Will hold a VA DEQ Responsible Land Disturber certification prior to the commencement of construction</b>	
g. Document the extent and depth of your experience and qualifications relevant to the Project. 1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <b>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</b> * On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.	
<b>DESIGN-BUILD ROUTE 29 SOLUTIONS, ALBEMARLE COUNTY, VA   \$129 M   VDOT</b>	
<i>Firm:</i> Kokosing Construction Company	<i>Project Role:</i> Project Engineer
<i>Start Date:</i> Jan. 2015	<i>End Date:</i> July 2017
<b>Specific Responsibilities: Project Engineer</b> Jonathan was onsite full time and managed the bridge structure/retaining walls for the Route 29 Rio Road Grade Separation Intersection segment, monitored construction, safety and quality standards, ensured conformance to plans/specifications, daily planning and CPM schedules, updated monthly schedules and reviewed two-week look ahead schedules with the Superintendent, attended onsite progress meetings, supervised and coordinated submittals/drawings, subcontractor/supplier coordination, material procurement, cost control, budgets, negotiated change orders, and identified issues and field troubleshooting while minimizing costs and schedule impacts. This project is a major investment into Charlottesville/Albemarle County's infrastructure to improve mobility/reduce congestion on Route 29, a major corridor which included a Route 29/Rio Road grade separated intersection, widening Route 29 for 1.8 miles, and extending Berkmar Drive 2.3 miles on new alignment. Traffic now moves more smoothly	

through the Route 29/Rio Road intersection, one of the most congested intersections of the corridor. Constructed the intersection that carries 29 thru traffic beneath Rio Road via a modified Single Point Urban Interchange (SPUI). Two thru lanes in each direction were constructed underneath Rio Road to carry Route 29 north/southbound. Four local lanes outside the thru lanes were constructed for local access to/from Route 29 and Rio Road. Rio Road Bridge was a single-span overpass of the new Route 29 thru lanes with most of the substructure constructed under live traffic. Performed structural engineering of the intersection via a design method never constructed in Virginia. Placed the abutments on top of the soldier pile retaining wall which minimized the bridge's footprint and kept Route 29 traffic open throughout construction. Modified profile of depressed roadway section which reduced length by 30% and the transition length/shift at the north/south end of Route 29 which minimized business/utility impacts, reduced pavement reconstruction, and ROW/easement acquisitions. Rio Road crossover was closed for 57 days (103 days allowed) to complete the SPUI, bridge/retaining walls across Route 29, and thru lanes. Worked six days a week, including constructing sidewalks and pedestrian crossings/hardware around the intersection, and improved the pedestrian signals at the intersection. The intersection was reopened 46 days ahead of schedule. Before, travelers blended with local traffic accessing shopping malls/businesses. With this new they are separated from local traffic, making businesses more accessible. It also reduced crashes and improved safety. Widened Route 29, including reconstructing the northbound lanes and a shared-use path/sidewalk on one side. A pedestrian crosswalk guides users to a sidewalk on the west side of the road. Extended Berkmar Drive, including a 716-ft. long steel girder bridge with a concrete deck and replacing an intersection with a single-lane roundabout for free traffic flow. There are two travel lanes, a sidewalk on the west side, and a shared-use path on the east side. Project was completed ahead of schedule. **Jonathan worked with proposed team members Ryan Gorman (Kokosing), Owen Peery (RKK), and Avtar Singh (CES).**

**Relevancy:** VDOT Design-Build; roadway, including traffic analysis; survey; structures/bridges; environmental; geotechnical; hydraulics; traffic control devices; TMP; ROW acquisitions; utility relocations, adjustments, coordination; public involvement/relations; QA/QC; construction engineering/inspection; project management

**I-64 OVER ROUTE 156 BRIDGE REPLACEMENT, HENRICO COUNTY, VA | \$24.5 MILLION | VDOT**

<i>Firm:</i> Kokosing Construction Company	<i>Project Role:</i> Construction Manager
<i>Start Date:</i> Sept. 2019	<i>End Date:</i> Dec. 2021

**Specific Responsibilities: Construction Manager.** Jonathan was onsite full time and oversaw construction, led the project team, equipment and material procurement, established/executed objectives and goals, completed work plans, maintained budgets and resources, procured/coordinated subcontractors, monitored schedules, conducted progress meetings, evaluated/minimized exposures and risks, mitigated issues, reviewed/approved deliverables, RFIs, change orders, and oversaw budget, safety, and quality compliance. This project replaced two structurally-deficient bridges on I-64 over Airport Drive, reconfigured the interchange ramps to eliminate the dangerous crossover merging of the existing cloverleaf interchange, and improves safety/efficiency. Demolished two bridges and constructed a new bridge in three phases while maintaining existing travel lanes on I-64/Airport Drive. Converted a full cloverleaf interchange to a partial cloverleaf by building new on-ramps to I-64 eastbound/westbound using new signalized intersections. Parts of Airport Drive are widened to accommodate the new intersections. New highway and road signage, including overhead truss signs are installed to direct traffic. Widened I-64 to the inside/outside on eastbound/westbound lanes to accommodate traffic control during bridge construction. **Relevancy:** Roadway, bridges; environmental; traffic control devices; utilities; project management

**DESIGN-BUILD OTTERDALE ROAD DRAINAGE IMPROVEMENTS, CHESTERFIELD COUNTY, VA | \$17.9 MILLION | CHESTERFIELD COUNTY**

<i>Firm:</i> Kokosing Construction Company	<i>Project Role:</i> Construction Manager
<i>Start Date:</i> March 2022	<i>End Date:</i> Dec. 2023 (Estimated)

**Specific Responsibilities: Construction Manager.** Jonathan supervises field operations, ensures construction is per drawings, maintains as-built documents, conducts pre-construction staff meetings establishing goals and responsibilities, evaluates safety exposures and risks, participates in developing the project-specific safety program, work plans, and Job Hazard Analyses, reviews scope to identify any specialized safety training needs, reviews Toolbox Talks, Morning Action Plans (MAP), and Morning Huddles, conducts weekly safety inspections, submits weekly Safety Inspection Reports, coordinates labor, equipment, and subcontractors, schedules, and oversees quality control compliance. This one-mile project replaces three bridges and two drainage culverts with new single and multi-span crossings to improve horizontal curves, raise the road profile and improve roadway shoulders. There is a significant public relations campaign, including a project website, social media, regular public meetings and a monthly newsletter to keep citizens informed of project progress and special announcements. **Jonathan works with proposed team member Ryan Gorman (Kokosing).** **Relevancy:** Virginia Design-Build; roadway; survey; structures/bridges; environmental; geotechnical; hydraulics; traffic control devices; TMP; ROW acquisition; utilities; public involvement/relations; QA/QC; construction engineering/inspection; project management

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

ASSIGNMENT	ROLE	ANTICIPATED DURATION
DB Otterdale Road Drainage Improvements	Construction Manager	March 2022-Dec. 2023

**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: <b>Design-Build Fall Hill Ave. &amp; Mary Washington Blvd. Extension</b>  Location: <b>Fredericksburg, VA</b>	Name: <b>Whitman, Requardt &amp; Assocs. (WRA)</b>	Name of Client/ Owner: <b>VDOT</b> Phone: Project Manager: <b>Bill Arel, PE (No longer with VDOT)</b> Phone: <b>804-814-0327 Cell</b> Email: <b>N/A</b>	<b>01/2017</b>	<b>10/2017 Owner-directed changes and impacts from Verizon Strike</b>	<b>\$30,784</b>	<b>\$30,842 Owner-directed changes</b>	<b>\$30,842</b>

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.

<b>Relevancy:</b>	<p><b>Kokosing Role/Project Description:</b> This project widened Fall Hill Ave. from two to four lanes and extended Mary Washington Blvd. to provide a new connection between Jefferson Davis Highway and Fall Hill Ave., a 1.5-mile sidewalk, 10-ft. shared-use path, and replaced a bridge over I-95 with a concrete substructure, two span concrete girder bridge, constructed in phases from two lanes with no shoulders/sidewalks to four lanes with a sidewalk and a shared-use path which improved pedestrian access between commercial/residential areas, connects to a city trail, and provides safe access to a hospital. Widened remaining portion of Mary Washington Blvd. to a four-lane divided urban section with sidewalks and the Route 1 intersection provides additional turn lanes. Kokosing, as Design-Builder (Lead Contractor), was responsible for design/construction and self-performed roadway excavation/embankment, drainage, including cast-in-place concrete box, bridge demolition/construction, and retaining walls.</p> <p><b>Finishing Contracts on Time or Earlier than the Original Contract Fixed Completion Date:</b> Due to an extended Verizon strike and other conflicting VDOT/utility priorities, VDOT revised the original completion date and the project was completed on schedule.</p> <p><b>Delivering Projects in Developed Urban Corridors:</b> Fall Hill corridor connects downtown Fredericksburg with Central Park and carries 17,200 vehicles per day and is expected to double in the next 10 years. Fall Hill Ave. is a major connector road that links residential/commercial areas and is an alternate route to Routes 1 and 3, which can become congested by overflow traffic from adjacent I-95. Constructed this project amongst commercial areas, including car dealerships, hotels, and a major grocery chain. Designed/constructed three pedestrian crossings using Rectangular Rapid Flash Beacons (RRFBs). A major focus was evaluating the high pedestrian traffic for residents to access the transit stops along the corridor and access the extensive system of trails in the City of Fredericksburg. Dismantled/reinstalled bus stop shelters to accommodate road widening to construct sidewalk. Constructed the Fall Hill Ave. and Mary Washington Blvd. three-entry point roundabout in phases within center of Fall Hill Ave. where traffic was maintained at all times. It provides a free flow connection for traffic between the intersecting streets, while calming traffic speeds along the corridor in an urbanized area.</p> <p><b>Innovative Design Solutions and Construction Techniques:</b> Designed project to minimize ROW impacts to private property, businesses and apartment complexes by including MSE, soil nail and gravity retaining walls. The median was widened in two locations which provided additional green space without additional ROW. Eliminated two stormwater management facilities along Mary Washington Blvd. and one stormwater facility in front of a commercial property saving VDOT \$300,000 in ROW costs.</p> <p><b>Limiting Impacts to the Traveling Public and Affected Businesses and Communities, Including Commitments to Effective Strategies to Minimize Congestion during Construction:</b> Kokosing worked with the highway, traffic, drainage engineers to develop a MOT strategy for safety/mobility of exiting traffic flows along Mary Washington Blvd. while facilitating construction. Work that needed I-95 lane closures was limited to nights and coordinated with the regional traffic operations center and emergency responders. There were no extended detours. The road stayed open to traffic on Fall Hill Ave. and Mary Washington Blvd.; one lane was maintained in each direction, with traffic shifts as construction began, and a new entrance at Heritage Park Apartments to intersection with Bragg Hill Drive. Minimized travel delays, pedestrian/local business impacts, communicated lane closures, and respected the residential setting. There were significant access management controls restricting movements to/from developments which was a major discussion item at the <i>Pardon Our Dust</i> meeting and the public's concern with traffic operations at a proposed roundabout. Addressing these concerns quickly/ effectively with the VDOT Team resulted in the project moving forward with minimal redesign.</p> <p><b>Developing and Managing Effective Communication Strategies with Business Owners and Other Key Stakeholders:</b> Our Outreach Program included stakeholders when preparing Traffic Management and Traffic Control Plans for input on stakeholder issues, such as access to properties and hospital emergency response considerations. Held joint meetings with key stakeholders (EMTs, Police, School Transportation Officials, Hospital, County and City) prior to each traffic shift to explain the changes and listen to concerns. A MOT Task Force included select stakeholders and VDOT, local police, EMS responders, transit agencies and hospital to resolve MOT issues, such as upcoming traffic switches, bridge girder installation, roundabout construction in the center of existing Fall Hill Ave, and other items that impacted traffic flow and access.</p> <p><b>Delivering Multiple Elements of a Project Concurrently on Fast Track Schedule:</b> This project contained diverse elements of work from a bridge over I-95 to major roadway construction within an urban section. There was extensive coordination and work adjacent to electric transmission facilities including the relocation of a electric monopole. The team received a NTP on April 2014, and bridge construction and utility relocations began January 2015 with road construction beginning in April 2015, appropriately sequenced with utility relocations.</p>	 <p align="center">Roundabout Adjacent to Retaining Wall</p>
<b>Team Members</b>		



**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

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					Original Contract Value	Final or Estimated Contract Value	
<b>Name: Design-Build Route 29 Solutions - Route 29/Rio Road Grade Separated Intersection</b>  <b>Location: Albemarle County, VA</b>	<b>Name: Rummel, Klepper &amp; Kahl (RK&amp;K)</b>	<b>Name of Client/ Owner: VDOT</b> <b>Phone: 540-487-6943 Cell</b> <b>Project Manager: David Covington, PE, Reg. Transportation Program Manager</b> <b>Phone: 540-487-6943 Cell</b> <b>Email: Dave.Covington@VDOT.Virginia.gov</b>	<b>10/2017</b>	<b>07/2017 Completed ahead of schedule</b>	<b>\$40,000</b>	<b>\$46,336 Due to incentive payments for completing project ahead of schedule</b>	<b>\$46,336</b>

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

- Relevancy:**
- VDOT Design-Build
  - Roadway
  - Bridge Construction
  - Survey
  - Environmental
  - Geotechnical Mitigation/Monitoring
  - Hydraulics – Storm Sewer
  - Traffic Control Devices
  - TMP
  - ROW Acquisition
  - Utility Coordination/Relocations
  - Public Involvement/ Relations/Stakeholder Coordination
  - QA/QC Program
  - Landscaping
  - Lighting

**Team Members:**

Ryan Gorman was Interim DBPM, Deputy DBPM, Responsible Charge Engineer

Owen Peery was Design Manager

Avtar Singh was QAM

Jonathan Smith was Project Engineer

**Kokosing Role/Project Description:** Kokosing was a partner in LANE/Corman Joint Venture as Design-Builder for this project that provides a grade separation to move traffic more smoothly through the Route 29/Rio Road intersection, one of the corridor's most congested intersections. Constructed a grade-separated intersection at Route 29/Rio Road that carries Route 29 thru traffic beneath Rio Road via a modified Single Point Urban Interchange (SPUI). Constructed four thru lanes, two in each direction, underneath Rio Road to carry Route 29 north/southbound. Four local lanes outside of the thru lanes were constructed for local access to/from Route 29 and Rio Road. Rio Road Bridge was a single span overpass of the new Route 29 thru lanes with most of the substructure constructed under live traffic. Kokosing was responsible for design/construction and self-performed bridge, retaining walls, road work, over concrete-encased duct bank and MOT. We also provided the Responsible Charge Engineer (a first for VDOT).

**Finishing Contracts on Time or Earlier than the Original Contract Fixed Completion Date:** The Rio Road crossover was closed for 57 days (103 days allowed) to finalize construction of the modified SPUI, bridge/retaining walls across Route 29, and thru lanes. Relocated thru traffic on Route 29 to the outer lanes and temporary pavement while working *Around the Clock* under an aggressive schedule. Constructed sidewalks and pedestrian crossings/crossing hardware around the intersection and improved the pedestrian signals at the intersection. Working six days a week, the bridge and thru lanes were completed in 57 days and the intersection was reopened to traffic 46 days ahead of schedule.

**Delivering Projects in Developed Urban Corridors:** This project was a major investment into the City of Charlottesville/Albemarle County's infrastructure to improve mobility and reduce congestion using a multi-modal approach on Route 29, a major regional traffic corridor. Route 29 is an urban principal arterial and part of the National Highway System within a major commercial corridor.

**Innovative Design Solutions and Construction Techniques:** Modified profile of depressed roadway section which reduced roadway length 30% and transition length/shift at the north/south end along Route 29. This minimized business/utility impacts, and reduced pavement reconstruction and ROW/easements acquisition. We analyzed the required intersection width to accommodate the design vehicle(s) turning path doing non-concurrent left turns. This showed bridge width could be reduced to less than 200-ft. while still maintaining simultaneous dual left turns from Rio Road onto Route 29. Intersection stop bars could be closer which minimized footprint and shortened delay through the intersection.

**Limiting Impacts to the Traveling Public and Affected Businesses and Communities, Including Commitments to Effective Strategies to Minimize Congestion during Construction:** WZTIA predicted impacts associated with detouring Rio's left turn and through movements and included two temporary U-turns on Route 29 to improve operations. The TMP included re-timing and phasing Route 29 corridor signals to facilitate the modified traffic patterns, development of queue lengths at the U-turn locations and detours. The design-build team, together with VDOT, publicized the temporary traffic patterns. Monitored traffic impacts after each traffic shift and optimized the plan based on actual performance. To limit impacts, Rio Road remained open on both sides of the intersection and maintained right turns and business entrances remained open during business hours.

**Developing and Managing Effective Communication Strategies with Business Owners and Other Key Stakeholders:** We focused on providing accessibility during construction, working with local businesses to provide clear temporary access and extra signing. Our public relations manager fielded hotline calls and met with citizens, businesses, HOAs, UVA officials, etc. to inform them of project impacts and what resources were available to alleviate concerns. We visited businesses/homeowners immediately before construction activities affected a property/facility to minimize impacts and quickly resume normal operations. A Project Delivery Advisory Panel (PDAP), represented by local governments, businesses, landowners, etc. provided input from the community's perspective, including design, construction maintenance of traffic, and public safety. They met monthly and participated in plan reviews as the design progressed until completed. Their collective input was incorporated into the design where possible.

**Delivering Multiple Elements of a Project Concurrently on Fast Track Schedule:** To get a jump start, relocated overhead/underground utilities while completing final design



Route 29 & Rio Road Modified Single Point Urban Intersection

*“Lane-Corman accomplished the work efficiently, quickly and most importantly, safely. We have a lot more work to do to complete this project, and the rest of the Route 29 Solutions program, but reopening the Rio Road intersection early was a major milestone accomplishment”*

-Dave Covington, VDOT's Regional Program Manager

- 2018 ACEC of Virginia Engineering Excellence-Pinnacle Award
- 2018 DBIA-MAR Design-Build Award
- 2018 DBIA-MAR Design Build Excellence in Engineering Award

**ATTACHMENT 3.4.1(a)**

**LEAD CONTRACTOR - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime design consulting firm responsible for the overall project design.	c. Contact information of the Client or Owner and their Project Manager who can verify Firm's responsibilities.	d. Contract Completion Date (Original)	e. Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Dollar Value of Work Performed by the Firm identified as the Lead Contractor for this procurement.(in thousands)
					Original Contract Value	Final or Estimated Contract Value	
Name: Design-Build Military Highway Continuous Flow Intersection Location: Norfolk, VA	Name: Parsons Transportation Group Inc.	Name of Client/ Owner: VDOT Phone: 757-956-3000 Project Manager: John Jacobs Phone: 757-956-3000 Email: john.jacobs@vdot.virginia.gov	05/2018	01/2019 – <i>Owner approved extension due to unavailability of ROW, to be acquired by others, when required.</i>	\$59,833	\$61,998 <i>Owner directed change order due to unavailability of ROW when needed</i>	\$61,998

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

- Relevancy:**
- VDOT Design-Build
  - Urban Roadway
  - Unique Intersection Design (CFI)
  - Urban Storm Sewer Construction
  - Integrated Traffic Control Devices
  - Transportation Management Plan w/ multi-phase MOT Plan
  - Right-of-Way
  - Utility Relocations (both in-plan and out-of-plan)
  - Bus Stop Shelters
  - Public Involvement/Relations
  - Quality Assurance | Quality Control
  - Construction Engineering and Inspection
  - Overall Project Management

**Kokosing Role | Project Description:** Kokosing Construction was the lead partner in Corman-E.V. Williams, a Joint Venture as the Design-Builder for this project that increases vehicular throughput at the Military Highway (US 13) intersection with Princess Ann Road and North Hampton Boulevard through the use of the first Continuous Flow Intersection (CFI) in Virginia in conjunction with 1.58 miles of Military Highway widening from a four-lane roadway to an eight-lane divided roadway. Reconstructed ramps from I-64 to Military Highway, curb and gutter and sidewalk from Lowery Road to Broad Creek, reconstructed side streets, added new interconnected signals, widened a four-lane roadway to a six-lane divided roadway with curb and gutter and sidewalk from Broad Creek to Robin Hood Road, and widened Northampton Boulevard and Princess Anne Road from a four-lane roadway to a six-lane divided roadway with curb and gutter and sidewalk. Kokosing was responsible for design/construction and self-performed roadway grading, water line relocations, box culvert/storm drain installations, cement treated aggregate placement, and cast-in-place retaining wall.

**Finishing Contracts on Time and Earlier than the Original Contract Fixed Completion Date:** VDOT extended the project completion date due to ROW availability for parcels not in our scope of work. Work was completed based on contracted completion dates.

**Delivering Projects Developed in Urban Corridors:** This project addresses traffic congestion and safety concerns at the intersection which was a major bottleneck in the corridor, particularly during morning/evening rush hour and weekends. Widened Military Highway through a heavily-traveled commercial district and constructed a unique intersection. Considered the first CFI in Virginia, it is an at-grade, high capacity intersection concept that moves left turning drivers, conflicting with opposing through movement, away from the main intersection. Drivers turning left cross over conflicting through traffic at a signalized location several hundred feet upstream of the main intersection. They can then proceed through the main intersection at the same time as opposing through drivers without conflict at the main intersection. Eliminating the dedicated left turn improves traffic flow of the main intersection. It reduces congestion and enhances safety for motorists, bicyclists, and pedestrians. Another major focus was evaluating the high pedestrian traffic to access the transit stops along the corridor and extensive shared-use paths. Revisions requested by the city to proposed pedestrian crossings at the CFI were accommodated after preliminary design was approved.

**Innovative Design Solutions and Construction Techniques:** 1) Underpass of I-64 widened by adding lanes without lengthening the structure. 2) Corrected clearance under the I-64 bridge by lowering the roadway profile. 3) Ground improvements as creek crossing included wick drains. 4) Developed a protection system to avoid any potential impact and service outage for the residents as it relates to the City's primary water main that was over 60 years old and consisted of fragile material.

**Limiting Impacts to the Traveling Public and Affected Businesses and Communities, Including Commitments to Effective Strategies to Minimize Congestion during Construction:** Multi-phase maintenance of traffic (MOT) maintained thru traffic throughout the four-phase reconstruction. Multiple shifts maintained existing traffic patterns. A Traffic Management Plan to minimize motorist/pedestrian impacts provided multiple lane stages, coordination with VDOT, police/EMS personnel. Phased roadway construction coordinated with the Public Outreach Plan. Temporarily relocated/reinstalled two bus stop shelters to widen roadway and construct curbs/sidewalk without impacting pedestrians. Minimized travel delays, impacts to pedestrian/local and national businesses along the corridor, communicated lane closures, and respected the residential/business pedestrian needs by providing safe access along the corridor at all times.

**Developing and Managing Effective Communication Strategies with Business Owners and Other Key Stakeholders:** Our Public Relations Manager managed communications as we held community meetings and developed newsletters/email blasts to keep businesses/stakeholders informed. We engaged the public/stakeholders before construction started to emphasize project benefits, such as reduced congestion and commute times, and a safer intersection for buy in. The project team established/maintained a dedicated web site, held public Pardon Our Dust meetings, and communicated lane closures and traffic switches with the local VDOT traffic operations center and the City.



*Virginia's First Continuous Flow Intersection*



*Reinstalled Bus Shelter*

2019 American Public Works Assoc. (APWA) Mid-Atlantic Chapter's Project of the Year - Transportation

**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

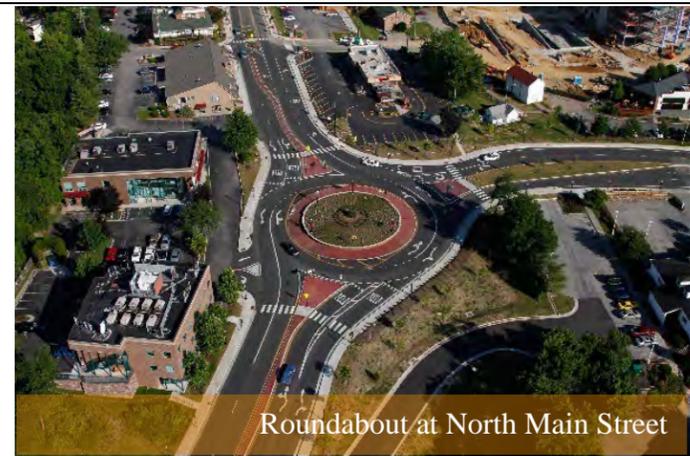
a. Project Name & Location	b. Name of the prime/general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Start Date	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: <b>North Main Street Improvements</b>  Location: <b>Town of Blacksburg. VA</b>	Name: <b>Branch Civil, Inc.</b>	Name of Client/ Owner: <b>Town of Blacksburg</b> Phone: <b>540.443.1300</b> Project Manager: <b>Randy Formica</b> Phone: <b>540.443.1300</b> Email: <b>rformica@blacksburg.gov</b>	<b>10/2010</b>	<b>11/2011</b>	<b>\$6,049</b>	<b>\$6,653</b>	<b>\$500</b>

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

- Relevancy:**
- Roadway Design
  - Roundabout Design
  - Traffic Analysis
  - Drainage / Hydraulics
  - Pedestrian Enhancements
  - Traffic Control Devices
  - TMP
  - QA/QC
  - Utility Coordination & Relocation
  - Public Involvement / Relations
  - Construction Engineering
  - Project Management
- Team Member:**
- Owen Peery was the Project Manager

**RK&K Role/Project Description:** This project was undertaken to develop a traffic calming strategy for the downtown area, which did not negatively affect adjacent residential streets, but rather reduced the number of travel lanes and increased pedestrian safety to draw more people to the Town's downtown area and to help boost the local economy. RK&K, working together with the VDOT, the Town of Blacksburg, and multiple stakeholders, transformed the area into a pedestrian-friendly boulevard that is now the focal point and gateway to Historic Downtown Blacksburg and the Virginia Tech campus, extended the retail core out to Prices Fork Road, and enhanced the pedestrian oriented atmosphere. This area is now an inviting environment, one in which the merchants, shoppers and residents alike take great pride. The roundabout defines the gateway and is effective at controlling speeds, reducing vehicle conflict points, providing increased capacity, and enhancing pedestrian and bicycle circulation. This project started under our Limited Design Services Contract with VDOT, and RK&K's Richmond office was the Lead Designer, provided transportation planning and design services for this assignment through Public Hearing stage. The final design was performed under contract to the Town of Blacksburg after the Town joined the Urban Construction Initiative. RK&K also worked closely with the Town to develop detailed landscape, streetscape, and lighting plans to compliment the pedestrian enhancements. This coordination extended down to the level of determining which light poles would have outlets for use by the Town at special events and for seasonal decorations. The RK&K Team also worked closely with Virginia Tech to coordinate pending infrastructure improvements on campus with the proposed roadway improvements. The work included adding pedestrian-activated signals at three traffic signals.

**Finishing Contracts on Time or Earlier than the Original Contract Fixed Completion Date:** This award-winning project was constructed ahead of schedule in 18 months and with no significant construction issues. The project has been overwhelmingly well-received and all of the Town's project goals were met. Traffic at the Prices Fork intersection was improved greatly by the roundabout. A camera was set up shortly after the completion of the project and real-time video of the roundabout was broadcast on-line. The project not only reflects the goals of the people who live, work, attend school and travel to the area, but also offers a safe downtown transportation solution. This project was the 2015 *Overall Winner, VTCA Engineering Award, Virginia Transportation Construction Alliance (VTCA)*.



Roundabout at North Main Street

**Delivering Projects in Developed Urban Corridors:** The project involved a half-mile stretch of North Main Street from College Avenue to Kabrich Street, reducing the existing roadway from two lanes in each direction to one lane with a shared center lane for left turns. The roundabout was built under full traffic, requiring a complex coordination effort among all parties, including first responders. One of the major project challenges was ensuring that queues from the adjacent traffic signals along North Main Street or Prices Fork Road would not interfere with operations of the roundabout. Queues backing into a roundabout can lead to traffic "locking up" with vehicles unable to circulate, enter or exit the roundabout. This result would have been counter to the Town's goals for this project and could have soured residents on roundabouts, which offer notable safety improvements relative to traditional intersections. Therefore, the issue needed to be appropriately evaluated and solutions identified. RK&K recognized this challenge during the planning phase of the project and identified a clear need to closely evaluate operations along the entire corridor. RK&K developed a traffic simulation model of the entire project, including the adjacent traffic signals and the proposed roundabout at North Main Street. This model included multi-modal elements, including pedestrians and Blacksburg Transit stops along North Main Street. By modeling pedestrians in the simulation, the appropriate amount of green time could be provided to the side street phases at the traffic signals; this was important in projecting the queuing along North Main Street. Using VISSIM, RK&K was able to assess near-term and long-term traffic operations along the corridor and evaluate the potential for queues from the adjacent signals to back-up towards the roundabout. Based on the results of the VISSIM analysis, RK&K developed modifications to the signal phasing at the adjacent North Main Street / Turner Street intersection to reduce queuing along North Main Street towards the roundabout. RK&K coordinated closely with VDOT and the Town and ultimately developed a design and traffic operations plan which addressed this challenge and enabled the Town's vision of a gateway roundabout to be implemented. These enhancements improved safety by encouraging pedestrians to use the designated crosswalks instead of crossing mid-block.

**Innovative Design Solutions and Construction Techniques:** Once construction was underway, it was found that several utilities, especially a water line, were not constructed according to Town records and their horizontal and vertical location were in conflict with several proposed facilities. The RK&K Team worked closely with the Town to modify the proposed design to and save the cost of relocating utilities including several hundred feet of existing water line. These modifications included adjustments to the horizontal alignment of the retaining wall and fence at Old Main Street and shifting proposed drainage structures. Additionally, an equivalent but thinner pavement section was developed requiring less excavation. This prevented the relocation of a significant amount of water line due to insufficient cover, which would have been costly and cause delays in the project schedule at a critical time during construction.

**Limiting Impacts to the Traveling Public and Affected Businesses and Communities, Including Commitments to Effective Strategies to Minimize Congestion during Construction:** This project required that the proposed improvements be constructed within the existing North Main Street corridor while maintaining pedestrian and vehicular traffic as well as access to adjacent businesses. On the east side of the roadway, existing store fronts and infrastructure dictated the horizontal and vertical changes that could be made within the project limits and were the de-facto control for the proposed design. On the west side, the existing back of sidewalk on the Virginia Tech campus was held as the horizontal and vertical control.

**Developing and Managing Effective Communication Strategies with Business Owners and Other Key Stakeholders:** RK&K collaborated with stakeholders, including VDOT, the Town of Blacksburg, Virginia Tech, private utility companies, local businesses and citizens. RK&K created communication materials to help the audience visualize the project's key concepts during public meetings. RK&K developed a computer animation (VISSIM) of the proposed roundabout and corridor to convey what this new corridor would look like and how it would function. This animation was presented to the public and to Town Council. This dialogue allowed the RK&K team to gather suggestions, opinions, perspectives and values from each involved. By involving the citizens and stakeholders early in the planning process, trust was built, public opposition was greatly diminished and the project's final design was greatly improved. A specific result from this coordination was the realization that the Town had just purchased new articulated busses. Minor adjustments were made to allow for these busses to safely navigate through the roundabout.

**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Start Date	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: <b>Route 29/250 Interchange (Best Buy Ramp)</b> Location: <b>City of Charlottesville</b>	Name: <b>Fielder's Choice Enterprises, Inc.</b>	Name of Client/ Owner: <b>VDOT Culpeper Dist.</b> Phone: <b>540.829.7500</b> Project Manager: <b>David Cubbage</b> Phone: <b>540.727.7129</b> Email: <b>david.cubbage@vdot.virginia.gov</b>	<b>01/2015</b>	<b>05/2016</b>	<b>\$11,121</b>	<b>\$12,078 (Est.)</b>	<b>\$710</b>

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><b>Relevancy:</b></p> <ul style="list-style-type: none"> <li>▪ Roadway</li> <li>▪ Survey</li> <li>▪ Structure and Bridge (Retaining Walls)</li> <li>▪ Drainage / Hydraulics</li> <li>▪ Traffic Control Devices</li> <li>▪ TMP</li> <li>▪ QA/QC</li> <li>▪ Utility Coordination and Relocation</li> <li>▪ Public Involvement</li> <li>▪ Project Management</li> </ul> <p style="background-color: #FFD700; margin-top: 5px;"><b>Team Members</b></p> <p>Owen Peery was the project manager</p>	<p><b>RK&amp;K Role/Project Description:</b> As Prime Consultant, RK&amp;K developed Right of Way and Construction plans and supporting documents in their Richmond, VA office for improvements to southbound U.S. 29 (Emmett Street) and westbound U.S. 250 Bypass. Improvements included the addition of one SB lane along U.S 29 by widening in the median and an additional lane along the WB entrance ramp onto the U.S. 250 Bypass by widening to the outside of the existing ramp. The project also included a new sidewalk between Morton Drive and Angus Road located in the median to reduce conflict points with interchange ramp traffic. The traffic signals at Morton Drive and Angus Drive were modified to accommodate the additional travel lane and new sidewalk configurations. The first ever noise walls in the region were designed as part of this project along the Route 250 Bypass. This project complied with all Stormwater Regulations in force at the time and did not generate any negative floodplain impacts to upstream properties. All aspects of the project design were closely coordinated with VDOT and FHWA.</p> <p><b>Finishing Contracts on Time or Earlier than the Original Contract Fixed Completion Date:</b> During design, VDOT began development of several projects, later known as 29 Solutions, north of the Route 250 Bypass. During this period, VDOT found the funds to advance the 29 Solutions projects but determined that multiple areas of Route 29 should not be under construction at the same time. Therefore, the Route 250 Interchange design schedule could not slip and construction needed to be accelerated to be completed before construction began on 29 Solutions. The locations of the noise barriers were not finalized until after the Public Hearing and after the Right of Way stage plans had been submitted. The horizontal location of the noise barriers had to be coordinated with previously designed retaining walls and especially problematic was the requirement for a maintenance bench of 10 feet on the back side of the wall. RK&amp;K was able to update the design, including modifications to grading, drainage and retaining walls to accommodate the addition of the noise barriers. This additional scope was added and the project was redesigned on an accelerated schedule and in a manner that required no additional Right of Way or easements. Due to these efforts the original schedule was maintained.</p> <p><b>Delivering Projects in Developed Urban Corridors:</b> The goal of this project was to alleviate delays and increase mobility in one of the most congested corridors in Albemarle County and the City of Charlottesville. The project improved the SB ramp onto EB Route 250 / SB Route 29 Bypass. This congestion is caused not only by regional traffic but local traffic as well. Within the project limits and along Angus Road there are several neighborhoods immediately west of Route 29. Traffic congestion had gotten so bad at the Angus Road intersection that these neighborhoods were experiencing significant cut-through traffic in efforts to avoid the Angus intersection. Additionally, within the limits of the project and immediately fronting Route 29 was a Best Buy with access also from Angus, six restaurants, a Kroger Supermarket, two gas stations, three retail stores, two hotels and a school. This highly diverse mix of traffic resulted in delays and congestion most of the day. The primary traffic issue on the Route 29 corridor was the congestion at the Angus Road intersection immediately before the SB interchange ramp. This intersection, prior to construction provided two through lanes onto SB Business 29 into Charlottesville and Emmett Street but only one lane onto the ramp that was carrying all of SB Route 29 / EB Route 250 Bypass traffic. The project added an additional lane on Route 29 SB from near Hydraulic Road and an additional lane on the SB interchange ramp and a continuous merge lane on the Route 250 / Route 29 Bypass from Route 29 to Barracks Road. These improvements allowed for two through lanes to lanes entering the SB interchange ramp at Angus Road instead of the previous three lanes. RK&amp;K developed traffic control plans that phased the construction so that no roadways or businesses were ever closed. Additionally, the Transportation Management Plan provided work restrictions around the seasonal peak holiday time near Best Buy.</p>	 <p align="center"><b>Two additional lanes</b></p>
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**Innovative Design Solutions and Construction Techniques:** RK&K performed a traffic study that encompassed the Route 29 Corridor from the Route 250 Bypass interchange to north of Hydraulic Road and the Route 250 Bypass from Hydraulic Road to Barracks Road. Contrary to local perception, our study determined that the queues at Angus Road signal contributed to the poor conditions at Hydraulic Road in the PM. At the time, the right lane handled all of the southbound Route 29 to Route 250 Bypass (eastbound/westbound) traffic. This meant 45% to 50% of all the traffic at the Angus Road intersection was in this single lane while the other 50% of southbound traffic destined for Route 29 Business (Emmett Street), utilized the other two lanes. This resulted in queues in the right lane backing up into the Hydraulic intersection approximately 55% of the PM peak hour. Our traffic study demonstrated that spreading the SB Route 29 to Route 250 Bypass traffic into two lanes, and the addition of a lane on the WB Route 250 Ramp along with the extended auxiliary lane on WB 250 Bypass, resulted in a 70% reduction in delays along SB Route 29 and eliminated the queues that extended back to Hydraulic Road. RK&K also performed a bicycle and pedestrian study for the project area that identified numerous shortcomings in the existing facilities. Our Team worked closely with VDOT and City of Charlottesville staff and determined that placing the sidewalk in the median between Morton Drive and Angus Road would provide the safest and most cost effective design. Locating the sidewalk in the median avoided pedestrian/vehicular conflict points at seven interchange ramps and did not require any Right of Way or utility relocations. Additionally, to mitigate for the 1.8 acres of impervious area created by the project, approximately 5 acres of combined on- and off-site area was conveyed by new storm drain to a proposed extended-detention stormwater basin within the grass loop area bounded by Route 250 Bypass, SB Route 29, and the Route 250 EB on-ramp. This approach diverted runoff away from multiple, inadequate existing storm drain systems and avoided the need to upsize existing systems or provide additional storage treatment. The new basin provided 100% of the total required project water quality and quantity treatment and was constructed without acquisition of any new right of way or easements.

**Limiting Impacts to the Traveling Public and Affected Businesses and Communities, Including Commitments to Effective Strategies to Minimize Congestion during Construction:** The Transportation Management Plan (TMP) was adapted to accommodate the businesses along the corridor as well as regional activities. Normal lane closure hours used in the Charlottesville area were implemented during this project. However, due to the large number of businesses in the area, work was restricted on the project from 12:00 noon the day before any holiday until 12:00 noon the day following a holiday. Access had to be maintained for all businesses at all times during construction. In addition, no lane closures were permitted on the day University of Virginia home football games or after noon on the day of any event at the John Paul Jones Arena. The bus stop near Best Buy was required to be relocated during some phases of construction for pedestrian safety. This was coordinated with Charlottesville Area Transit and access for pedestrians through the construction site and around the bus stop was maintained in all phases of construction. The sequence of construction was designed to minimize lane closures and delays. Constructing the additional SB lane in the median of Route 29 allowed traffic to be shifted onto the new lane which then allowed room for contractor operations to build a retaining wall and the drainage structures between the WB Route 250 ramp and Best Buy. The ramp could not be widened until the retaining wall and associated drainage work was complete.

**ATTACHMENT 3.4.1(b)**

**LEAD DESIGNER - WORK HISTORY FORM**

**(LIMIT 1 PAGE PER PROJECT)**

a. Project Name & Location	b. Name of the prime/general contractor responsible for overall construction of the project.	c. Contact information of the Client and their Project Manager who can verify Firm's responsibilities.	d. Construction Contract Start Date	e. Construction Contract Completion Date (Actual or Estimated)	f. Contract Value (in thousands)		g. Design Fee for the Work Performed by the Firm identified as the Lead Designer for this procurement.(in thousands)
					Construction Contract Value (Original)	Construction Contract Value (Actual or Estimated)	
Name: <b>Design-Build Route 29 Solutions – Route 29/ Rio Road Grade Separated Intersection</b> Location: <b>Albemarle County, VA</b>	Name: <b>LANE/Corman JV</b>  <b>Kokosing was a JV partner</b>	Name of Client/ Owner: <b>VDOT</b> Phone: <b>540-487-6943 Cell</b> Project Manager: <b>David Covington, PE, Reg. Transportation Program Manager</b> Phone: <b>540-487-6943</b> Email: <b>dave.covington@vdot.virginia.gov</b>	<b>10/2017</b>	<b>07/2017 Completed ahead of schedule</b>	<b>\$39, 336</b>	<b>\$46, 336 Due to incentive payments for completing ahead of schedule</b>	<b>\$2, 900</b>

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<p><b>Relevancy:</b></p> <ul style="list-style-type: none"> <li>■ VDOT Design-Build</li> <li>■ Roadway</li> <li>■ Bridge Construction</li> <li>■ Survey</li> <li>■ Environmental</li> <li>■ Geotechnical</li> <li>■ Mitigation/Monitoring</li> <li>■ Hydraulics -Storm Sewer</li> <li>■ Traffic Control Devices</li> <li>■ TMP</li> <li>■ ROW Acquisition</li> <li>■ Utility Coordination/Relocation</li> <li>■ Public Involvement/Relations/ Stakeholder Coordination</li> <li>■ QA/QC Program</li> <li>■ Landscaping</li> <li>■ Lighting</li> </ul> <p><b>Team Members:</b></p> <p>Ryan Gorman was Interim DBPM, Deputy DBPM, Responsible Charge Engineer</p> <p>Owen Peery was Design Manager</p> <p>Avtar Singh was QAM</p> <p>Jonathan Smith was Project Engineer</p>	<p><b>RK&amp;K Role/Project Description:</b> RK&amp;K was the Lead Designer and managed work out of the Richmond, VA office. This project included the grade-separated intersection constructed at Route 29/Rio Road which carries Route 29 thru traffic beneath Rio Road via a modified Single Point Urban Interchange (SPUI). Four thru lanes, two in each direction, were constructed underneath Rio Road to carry Route 29 north/southbound. Four local lanes outside of the thru lanes were constructed for local access to/from Route 29 and Rio Road. The Rio Road Bridge was a single span overpass of the new Route 29 thru-lanes constructed with concrete box beams and a cast-in-place deck which is three times wider than long.</p> <p><b>Finishing Contracts on Time or Earlier than the Original Contract Fixed Completion Date:</b> This project was completed ahead of schedule/on budget. Contract required the depressed travel lanes and bridge along Route 29 in the center of the Rio Road intersection be constructed within one summer in 103 days – RK&amp;K’s innovative design was finished early allowing design-builder to open the intersection 46 days ahead of schedule. The Rio Road crossover was closed for only 57 days instead of 103 to finalize construction of the modified SPUI, bridge/retaining walls across Route 29, and thru lanes. Relocated thru traffic on Route 29 to the outer lanes and temporary pavement while crews worked Around the Clock under an aggressive schedule in the median area, including constructing sidewalks and pedestrian crossings around the intersection, installing traffic signal poles and pedestrian crossing hardware. <i>“RK&amp;K did an excellent job of selecting the right design for a unique need, designing the bridge quickly to meet the needs of an aggressive schedule, working closely with VDOT to provide solutions for long-term maintenance and providing high quality design and construction.”</i> — David Covington, PE, Regional Manager, VDOT</p> <p><b>Delivering Projects in Developed Urban Corridors:</b> Before this project, the Route 29/Rio Road intersection handled a verity of regional/local traffic. This blend of traffic at this intersection exacerbated delays/congestion. The 29 Corridor handles regional traffic as Route 29 is a major north-south corridor between North Carolina and Northern Virginia. Blending with this regional traffic are businesses/shopping centers within the project footprint, as well as daily usage by commuting traffic. The combination of these elements made this intersection extremely congested, with large delays/crashes. The grade separation allows local traffic on Route 29 to be separated from the regional traffic so the intersection serves traffic going to businesses and accessing Rio Road while regional or thru traffic continues under the Rio intersection in a free-flow condition. In the first year after opening, this separation and reduction of traffic at the Rio intersection reduced the total number of crashes in a one year period from 73 to 41 and the total number of injury crashes from 17 to 7.</p> <p><b>Innovative Design Solutions and Construction Techniques:</b> The DB Team’s innovative and complex design of the bridge and wall system allowed for the accelerated completion of the project. Design innovations led to tremendous savings for VDOT that was 30% below the estimated cost. The unique bridge design, the first ever in Virginia, was designed with the abutments integrally placed on top of the soldier pile retaining wall to minimize the bridge’s footprint and allow existing travel lanes on Route 29 to remain open throughout construction. The superstructure was designed to act as a strut to support the retaining walls horizontally while supporting traffic. This design concept was selected due to the limited amount of space in the intersection as it reduced the piles at the bridge abutments from two rows to one. Soldier pile walls were designed with a composite cast-in-place reinforced concrete wall and trumpets were used in lieu of walers for the wall tie-backs. RK&amp;K’s design provided another significant cost-saving design feature by changing the profile of the roadway. Changed the profile of the depressed roadway from a constant grade, as shown in the Engineer’s plans, to a sag vertical curve. This reduced the project length/footprint by 30% and reduced the amount of retaining walls, tie backs and piles by 40%.</p> <p><b>Limiting Impacts to the Traveling Public and Affected Businesses and Communities, Including Commitments to Effective Strategies to Minimize Congestion during Construction:</b> RK&amp;K provided traffic engineering, the regional transportation management plan (TMP), and maintenance of traffic (MOT). Used the WZTIA to predict the impacts associated with detouring Rio’s left turn and through movements in this interim period and included two temporary U-turns on Route 29 to improve operations. TMP included re-timing and phasing Route 29 corridor signals to facilitate the modified traffic patterns, development of queue lengths at the U-turn locations and detours to reduce number of U-turning vehicles. TMP included outreach in conjunction with VDOT to publicize detours and re-timed signals. RK&amp;K monitored traffic impacts after implementing each traffic change and made adjustments to optimize the plan to fit actual conditions. Similarly, the Hydraulic Road and US 29 project requires a MOT plan that will require temporary roadway pavements and signals, minimizes disturbance to traffic, minimum term detours and a comprehensive public outreach program that educates, builds understanding and garners support throughout the community. By using these innovations, the project was delivered in advance of the required completion date. The reduced construction duration limited permanent/temporary impacts to the traveling public, businesses and surrounding communities. The extremely aggressive interim requirement to complete the grade separation in 103 days was completely surpassed by the DB Team’s ingenuity, which was completed in 57 days. Our strategy will be similar on the Hydraulic Road project. Our familiarity with working in the District and the Charlottesville community leads to a deep understanding of the traffic patterns and the importance of these roadways to the traveling public and the communities they serve. <i>Recipient of Pinnacle Award for Engineering Excellence, American Council of Engineering Companies of Virginia (ACEC/VA); Grand Award for Engineering Excellence, American Council of Engineering Companies of Virginia (ACEC/VA); DBIA Design-Build Award and Design Build Excellence in Engineering Award.</i></p> <p><b>Developing and Managing Effective Communication Strategies with Business Owners and Other Key Stakeholders:</b> Our Public Relations Manager handled Hot Line calls, met with citizens, business owners, homeowners’ associations and others to brief on project developments and upcoming events. Many visits were just ahead of when construction activities were about to impact a property/facility. With the Hydraulic Road and US 29 project, similar needs are anticipated since there is significant commuter traffic, and a concerned/engaged residential/commercial community. <i>“This project brought something that you cannot pay for: Good will ... This should become the default model for community engagement.”</i> — Liz Palmer, Chair, Albemarle Co. Board of Supervisors</p> <p><b>Delivering Multiple Elements of a Project Concurrently on Fast Track Schedule:</b> RK&amp;K was the Lead Designer/Design Manager for the entire Route 29 Solutions project, which consisted of three ‘elements’ bundled into a single DB contract: Route 29/Rio Road Grade Separated Intersection; Route 29 Widening; and Berkmar Dr. Extension which were all completed ahead of schedule with project elements fast-tracked for interim completion.</p>	 <p>Route 29 &amp; Rio Road Modified Single Point Urban Intersection</p>
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