

Response to Request for Qualifications

ROUTE 7 CORRIDOR IMPROVEMENTS

Fairfax County, Virginia

State Project Nos.: 0007-029-942 and 0007-029-225

Federal Project No: STP-5A01(745) and STP-5A01(790)

Contract ID No.: C00099478DB98



SUBMITTED BY:



IN ASSOCIATION WITH:



3.1.2 - SOQ Checklist

ATTACHMENT 3.1.2

Project Nos.: 0007-029-942 and 0007-029-225

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

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

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

ATTACHMENT 3.1.2

Project Nos.: 0007-029-942 and 0007-029-225

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

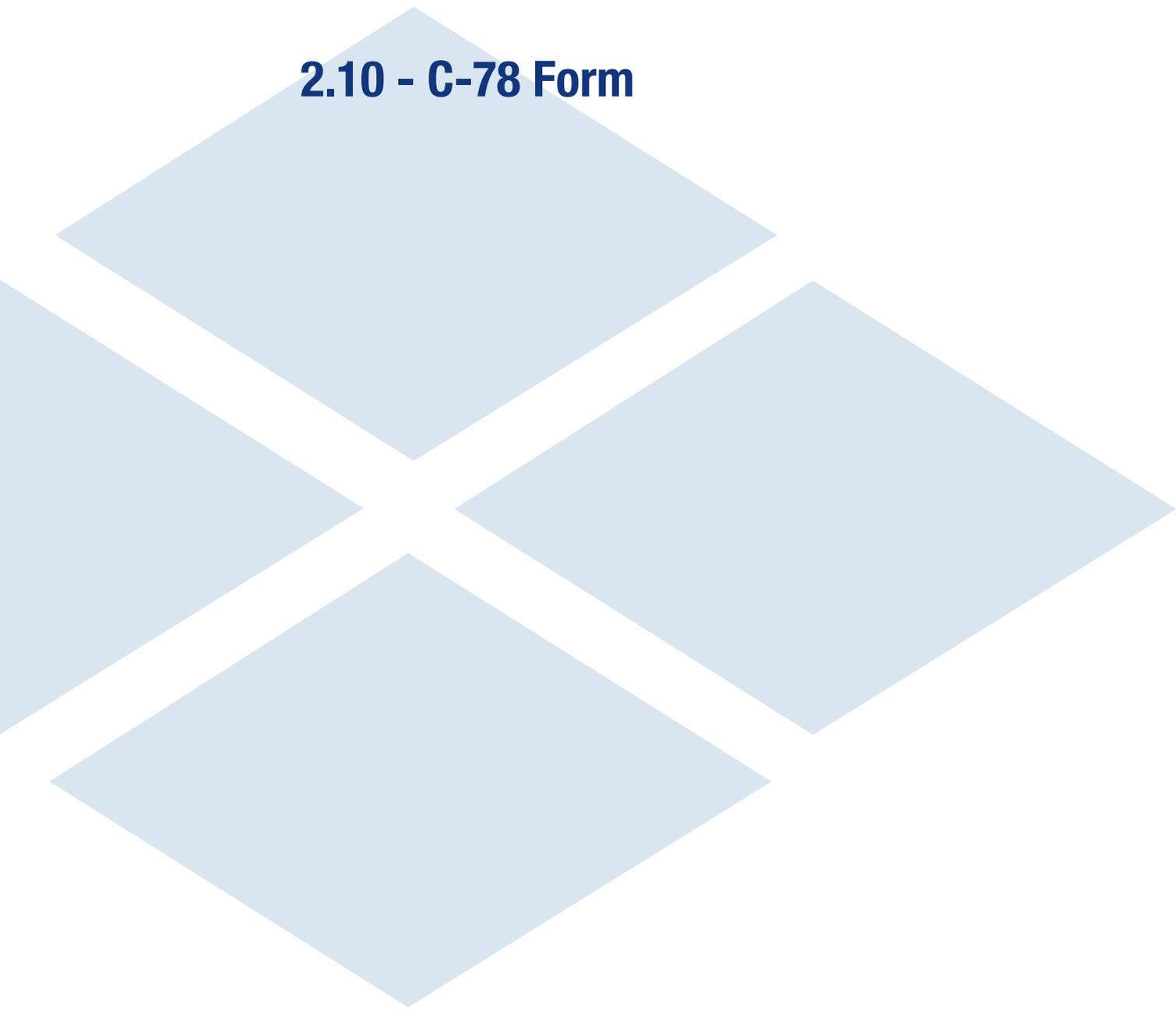
Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
SCC and DPOR registration documentation (Appendix)	Attachment 3.2.10	Section 3.2.10	no	N/A
Full size copies of SCC Registration	NA	Section 3.2.10.1	no	N/A
Full size copies of DPOR Registration (Offices)	NA	Section 3.2.10.2	no	N/A
Full size copies of DPOR Registration (Key Personnel)	NA	Section 3.2.10.3	no	N/A
Full size copies of DPOR Registration (Non-APELSCIDLA)	NA	Section 3.2.10.4	no	N/A
DBE statement within Letter of Submittal confirming Offeror is committed to achieving the required DBE goal	NA	Section 3.2.11	yes	Page 2
Offeror's Team Structure				Pages 3-8
Identity of and qualifications of Key Personnel	NA	Section 3.3.1	yes	Pages 3-8
Key Personnel Resume – DB Project Manager	Attachment 3.3.1	Section 3.3.1.1	no	N/A
Key Personnel Resume – Quality Assurance Manager	Attachment 3.3.1	Section 3.3.1.2	no	N/A
Key Personnel Resume – Design Manager	Attachment 3.3.1	Section 3.3.1.3	no	N/A
Key Personnel Resume – Construction Manager	Attachment 3.3.1	Section 3.3.1.4	no	N/A
Key Personnel Resume – Utility Coordination Manager	Attachment 3.3.1	Section 3.3.1.5	no	N/A
Key Personnel Resume – Public Relations Specialist	Attachment 3.3.1	Section 3.3.1.6	no	N/A
Organizational chart	NA	Section 3.3.2	yes	Page 6

ATTACHMENT 3.1.2

Project Nos.: 0007-029-942 and 0007-029-225

STATEMENT OF QUALIFICATIONS CHECKLIST AND CONTENTS

Statement of Qualifications Component	Form (if any)	RFQ Cross reference	Included within 15-page limit?	SOQ Page Reference
Organizational chart narrative	NA	Section 3.3.2	yes	Page 5-8
Experience of Offeror's Team				
Lead Contractor Work History Form	Attachment 3.4.1(a)	Section 3.4	no	N/A
Lead Designer Work History Form	Attachment 3.4.1(b)	Section 3.4	no	N/A
Project Risk				
Address Project Risk 1 included in RFQ, and identify and discuss two additional project risks (Project Risk 2 and 3)	NA	Section 3.5.1	yes	Page 9-15



2.10 - C-78 Form

ATTACHMENT 2.10**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION**

RFQ NO. C00099478DB98
 PROJECT NOs.: 0007-029-942 and 0007-029-225

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 – August 15, 2017
(Date)
2. Cover letter of RFQ Addendum No. 1 – September 6, 2017
(Date)
3. Cover letter of _____
(Date)



SIGNATURE

9/20/17

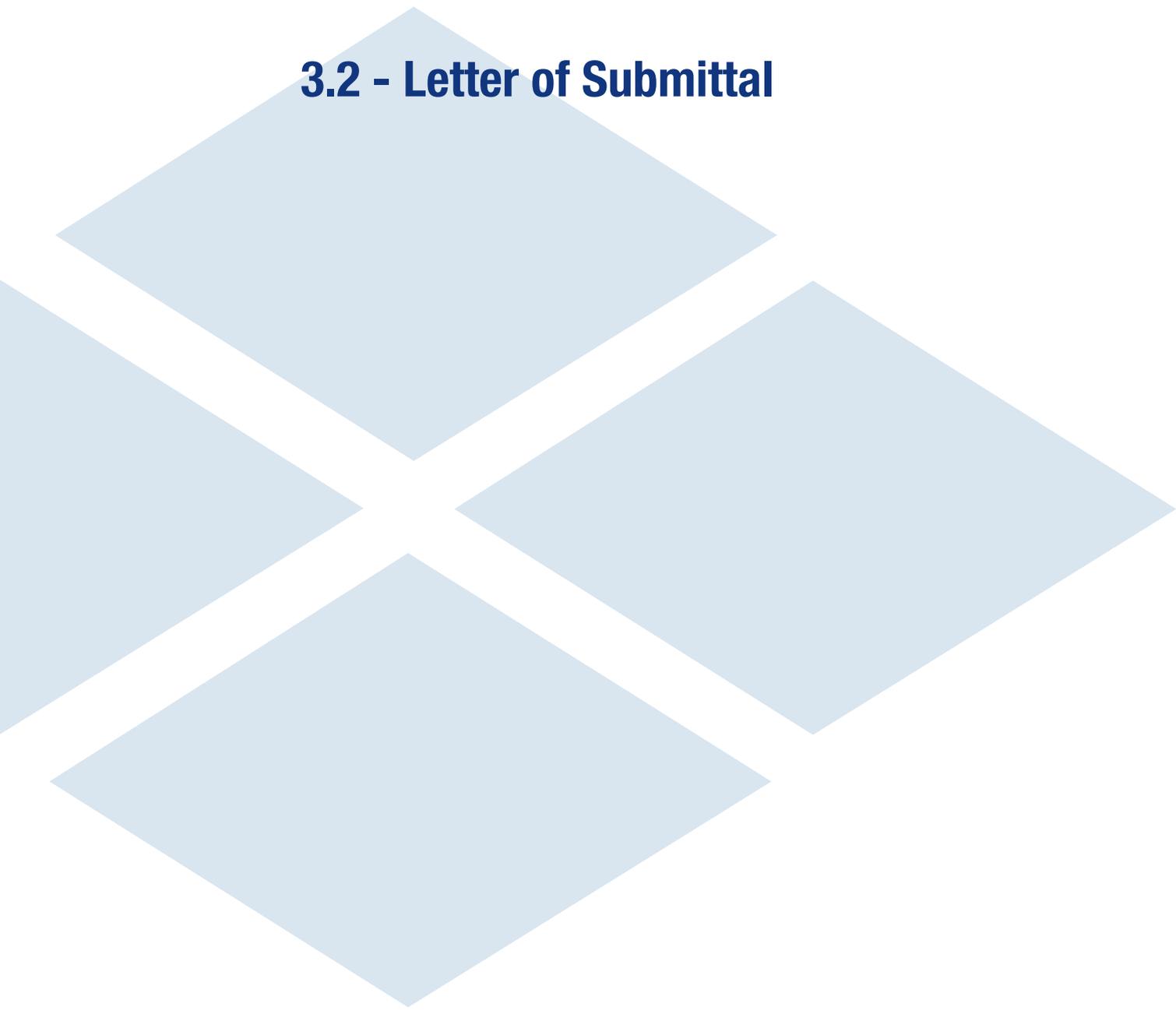
DATE

Daniel E. Clymore

PRINTED NAME

Vice President

TITLE



3.2 - Letter of Submittal



September 21, 2017

John Daoulas, P.E.
Alternative Project Delivery Division
Virginia Department of Transportation
1401 East Broad Street
Richmond, Virginia 23219

RE: Route 7 Corridor Improvements
From: Reston Avenue
To: Jarret Valley Drive
Fairfax County, Virginia
Contract ID Number: C00099478DB98
3.2 Letter of Submittal

Dear Mr. Daoulas:

Shirley Contracting Company, LLC (Shirley), as the Offeror, is pleased to submit to the Virginia Department of Transportation (VDOT) our response to your Request for Qualifications (RFQ) for the project referenced above. With Dewberry as our Lead Designer, Shirley offers VDOT an experienced Team with a proven track record of delivering design-build projects on time, under budget and with a partnering approach. As an example of our experience and history working together as a team, Shirley and Dewberry have been awarded over 38 design-build projects totaling more than \$3.2 billion.

3.2.1 - The full legal name and address of the Offeror is Shirley Contracting Company, LLC, 8435 Backlick Road, Lorton, VA 22079.

3.2.2 - Our Point of Contact is:
Garry A. Palleschi, Vice President
8435 Backlick Road, Lorton, VA 22079
703-550-3579 (Phone) 703-550-9346 (Fax)
gpalleschi@shirleycontracting.com

3.2.3 - Our Principal Officer is:
Michael E. Post, President/CEO/Manager
8435 Backlick Road, Lorton, VA 22079
703-550-8100 (Phone)

3.2.4 - Shirley Contracting Company, LLC, a limited liability company, will be the legal entity, will have financial responsibility for the Project and will have joint and several liability for the performance of the work. There are no liability limitations. Our bonding approach will be to provide performance and payment bonds for the total contract value and time period.

3.2.5 - The Lead Contractor for the Project will be Shirley Contracting Company, LLC and the Lead Designer will be Dewberry Consultants LLC.

3.2.6 - The full legal names and addresses of all affiliated and/or subsidiary companies of the Offeror are provided in Attachment 3.2.6.

3.2.7 - Signed Certification Regarding Debarment Forms for Primary and Lower Tiered Covered Transactions are included as Attachments 3.2.7(a) and 3.2.7(b).

3.2.8 - Shirley Contracting Company, LLC is currently Prequalified (active status) with VDOT, Vendor Number **S018**. A screen shot print out from VDOT's on-line Prequalified List is attached as Attachment 3.2.8.

3.2.9 - Included is a letter from our surety that provides evidence that we are capable of obtaining a performance and payment bond for the current estimated contract value, and that these bonds will cover the Project and any warranty periods.

3.2.10 - Virginia State Corporation Commission (SCC) and Virginia Department of Professional and Occupational Regulations (DPOR) registration information for all business entities on the Offeror's team are included in Attachment 3.2.10. Full size copies of registrations and licenses are provided in the appendix.

3.2.11 - Our Team is committed to achieving the 12% DBE participation goal for the entire value of the contract.

On behalf of our Team, we thank VDOT for the opportunity to submit this Statement of Qualifications (SOQ) and we look forward to partnering with VDOT and all involved to deliver another successful project.

Sincerely,



Daniel E. Clymore
Vice President

Attachments:

- 3.2.6 - Affiliates and Subsidiaries
- 3.2.7(a) - Certification Regarding Debarment Forms (Primary)
- 3.2.7(b) - Certification Regarding Debarment Forms (Lower Tier)
- 3.2.8 - Evidence of Prequalification
- 3.2.9 - Surety Letter
- 3.2.10(a) - SCC Registrations
- 3.2.10(b) - DPOR Registrations

3.3 - Offeror's Team Structure



3.3 Offeror’s Team Structure

Introduction

Shirley Contracting Company, LLC (Shirley) has the experience and personnel to successfully manage all design-build elements of the Route 7 Corridor Improvements Project (the Project). Shirley, along with Dewberry Consultants LLC (Dewberry) as our Lead Designer, are VDOT’s most experienced design-build team having been awarded 18 design-build projects to date, valued at more than \$1.1 billion. Successful completion of these projects has provided our Team with experience that directly correlates to elements of this Project, including:

- ✓ Widening and reconstruction of an existing roadway from four to six-lanes within a tight corridor, with complex right-of way (ROW) and utility impacts;
- ✓ Extensive public relations efforts coordinated with VDOT and affected stakeholders;
- ✓ Multi-stage temporary traffic control with high traffic volumes and maintenance of property access.

In addition to this experience best qualifying our Team for this Project, our success is further exemplified by the awards we have received including those shown in Table 1.

Our success on design-build projects is due in large part to the selection of personnel and team members, each with strengths that address critical project risks. The Shirley/Dewberry Team, with more than 15 years of design-build experience, is committing Key Personnel to address these challenges. This experience facilitates development of a thorough understanding of each

Table 1 - Shirley/Dewberry Project Team Awards

Project	Awards
I-66 Widening	<ul style="list-style-type: none"> ■ 2017 DBIA Mid-Atlantic Region Award
InterCounty Connector - Contract C	<ul style="list-style-type: none"> ■ 2012 ACI Award of Excellence in Heavy Construction ■ 2012 ARTBA Globe Award
I-66/Route 29/Linton Hall Road Interchange	<ul style="list-style-type: none"> ■ ACEC Metropolitan Washington Engineering Excellence Merit Award ■ VTCA Transportation Engineering Award
Dulles Greenway Capital Improvements	<ul style="list-style-type: none"> ■ 2008 DBIA Regional Design-Build Excellence Award
Route 27/244 Interchange Modifications	<ul style="list-style-type: none"> ■ DBIA National Award of Merit ■ DBIA Mid-Atlantic Region Transportation ■ DBIA Mid-Atlantic Excellence in Engineering ■ HCCA Excellence in Infrastructure

other’s capabilities, enabling us to efficiently manage each discipline and reduce project risk. Further, we bring additional design-build strength to the Project through our partners and specialty firms. As shown in Table 2 and our Organizational Chart, we are teaming with these firms to address specific project elements.

Table 2 - Project Team

Firms	Role on Project
 Dewberry	Dewberry will be the Lead Designer and will provide construction quality control services for our Team. Dewberry has extensive design-build experience as the lead designer on all of Shirley’s 18 design-build projects for VDOT. Dewberry is a nationally recognized engineering firm headquartered in Fairfax, Virginia and is ranked among Engineering News-Record’s Top 25 transportation engineering firms.
 CLARK CONSTRUCTION	Clark Construction Group, Inc. (Clark) will manage the public relations and communications for the Project and will be responsible for external communications with project stakeholders in coordination with VDOT.
 GeoConcepts Engineering, Inc.	GeoConcepts Engineering, Inc. (GeoConcepts) will provide geotechnical investigations, testing, and analysis as a subconsultant to Dewberry. GeoConcepts will also provide construction quality control testing and inspection services.

3.3 Offeror's Team Structure

Firms	Role on Project
	<p>Quinn Consulting Services, Inc. (Quinn) will provide the Quality Assurance Manager and Quality Assurance Inspectors. Quinn specializes in providing QA Services, Construction Management, and Project Controls services, and has extensive VDOT QA experience.</p>
	<p>DIW Group, Inc. dba Specialized Engineering will provide the Quality Assurance testing and technicians/labs reporting to Quinn. They provide consulting services for public and private sector clients in the areas of Geotechnical Engineering, Engineering Management and Inspection, and Construction Materials Testing & Inspection expertise.</p>
	<p>Quantum Spatial (Quantum) will provide aerial mapping as a subconsultant to Dewberry. Quantum is a professional geospatial mapping organization with a proud record of performance providing similar services to multiple state, local, federal, and private organizations.</p>
	<p>So-Deep, Inc. (So-Deep) will complete utility designations and test pits as a subconsultant to Dewberry. They specialize in providing comprehensive subsurface utility engineering services, focused on reducing utility conflicts and utility relocation costs.</p>
 	<p>Diversified Property Services, Inc. (Diversified) and Bowman Consulting (Bowman) will provide ROW and land acquisition services for the Project. These firms will handle all areas of negotiation, acquisition of rights, expert witness testimony, and relocations. As VDOT prequalified ROW acquisition firms, they offer relocation assistance, feasibility studies, appraisal/appraisal review services, negotiation and acquisition, project management and title research. They also render tax assessment and appeal services as well as condemnation assistance.</p>
 	<p>Key Title and Carteret Title L.L.C. will provide title research and settlement services for properties acquired on the Project as subconsultants to Diversified and Bowman.</p>

3.3.1 Key Personnel

Information on Key Personnel in Table 3 is included as Attachment 3.3.1-Key Personnel Resume Forms:

Table 3 - Key Personnel

Key Personnel Position	Name	Firm
Design-Build Project Manager (DBPM)	Jeff Austin, PE, DBIA	Shirley Contracting Company, LLC
Quality Assurance Manager (QAM)	Kaushik Vyas, PE, DBIA	Quinn Consulting Services, Inc.
Design Manager (DM)	Steve Kuntz, PE, DBIA	Dewberry Consultants LLC
Construction Manager (CM)	Ricky Meyer	Shirley Contracting Company, LLC
Utility Coordination Manager (UCM)	Todd Kief	Shirley Contracting Company, LLC
Public Relations Specialist (PRS)	Leslie Pereira	Clark Construction Group, LLC

Each individual has extensive experience in the design, construction, and administration of VDOT design-build projects, as well as overall design and construction expertise. Design-build projects require a high level of coordination and integration among the various disciplines. It is critical that Key Personnel have an extended history of working together and an understanding of how all disciplines interact. A successful team must integrate the design, construction, QA/QC, ROW, utility, permitting, safety, third party coordination, and public relations disciplines into a single, cohesive project.

3.3 Offeror’s Team Structure

To mitigate risks and address key project elements, our Team is *exceeding the Request for Qualifications (RFQ) requirements* by committing the *Value Added* personnel shown in Table 4. These individuals play an important role in our ability to complete the work ahead of schedule, under budget, and in a safe, quality manner with minimal resource requirements from VDOT.

Table 4 - Value Added Personnel

Value Added Position	Name	Firm
Right-of-Way Manager	Ryan Marrah	Shirley Contracting Company, LLC
Lead Traffic Engineer	Jerry Mrykalo, PE, PTOE	Dewberry Consultants LLC
Environmental Manager	Kim Larkin	Dewberry Consultants LLC
Safety Manager	Julie Turner	Shirley Contracting Company, LLC

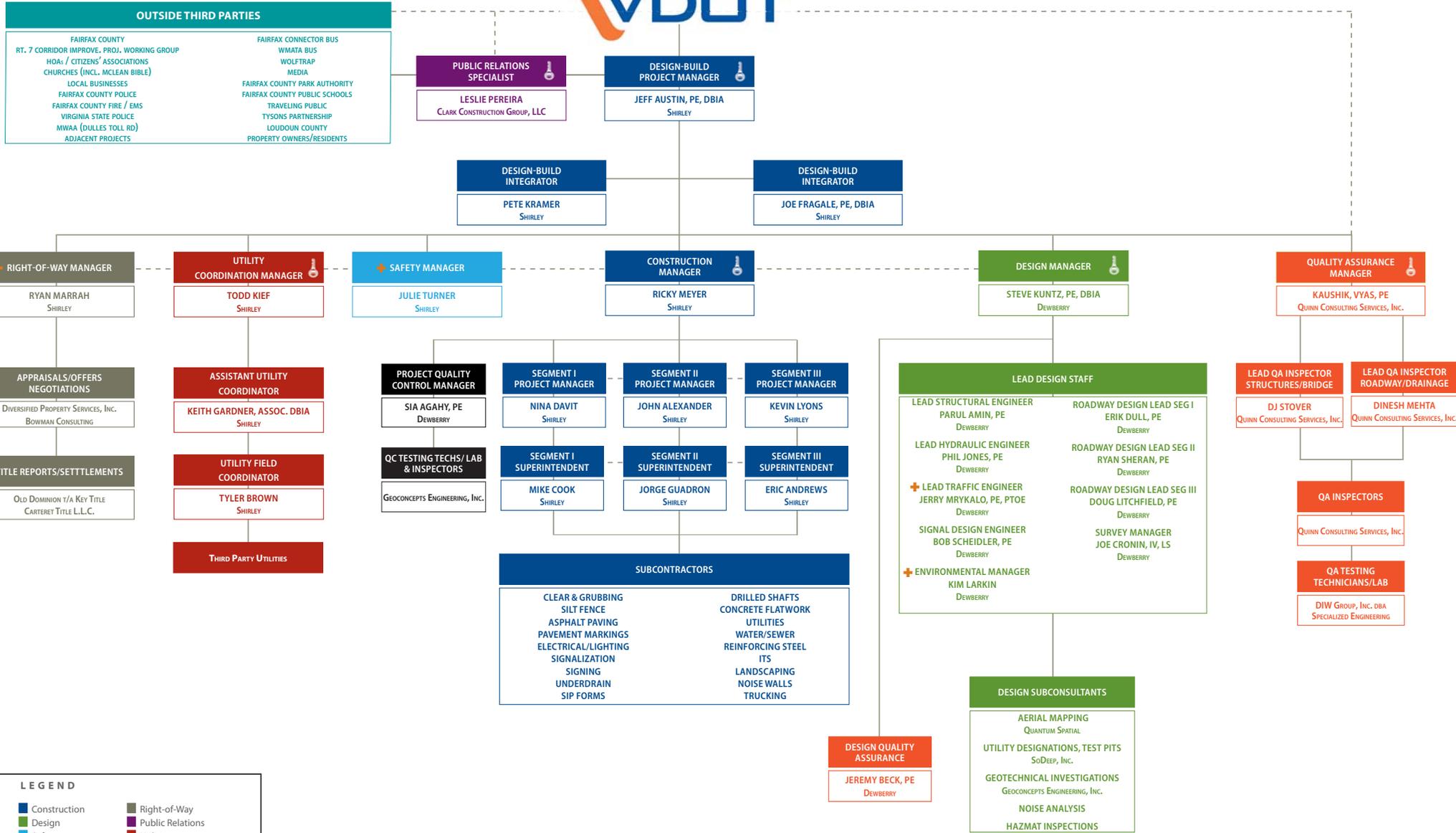
3.3.2 Organizational Chart

The Organizational Chart on the following page outlines the structure of our proposed Team. The “chain of command” shown in the chart by solid lines represents the primary reporting relationships. Dashed lines represent communication relationships between major project disciplines and participants.

This structure has been created to specifically address the overall Project scope, the anticipated schedule for completion, and the risks involved in meeting Project objectives. Because ROW and utility relocations are likely to have a substantial impact on construction sequencing, our Team has established a “segmented” approach to Project phasing. Based on the information available at this stage of the procurement, we foresee three Project Segments that have resources dedicated to each. We are also committing two Design-Build Integrators from Shirley to assist the DBPM with full integration of all disciplines into each Segment. This approach promotes schedule flexibility, resource efficiency, and schedule concurrency while focusing on mitigation of project risks.



3.3.2 - ORGANIZATIONAL CHART



LEGEND

- Construction
- Design
- Safety
- Quality Assurance
- Quality Control
- Right-of-Way
- Public Relations
- Utilities
- Third Parties
- Third Parties
- Key Personnel
- Value Added Personnel
- Communication
- Direct Reporting

3.3 Offeror's Team Structure

The following narrative describes the functional relationships and communications among our Team.

Design-Build Project Manager, DBPM (Jeff Austin, PE, DBIA) is tasked with full and complete authority over all aspects of the Shirley Team's responsibilities. In addition to being the primary point of contact with VDOT after award, Jeff has the ultimate responsibility for Contract management and to coordinate and integrate all project disciplines. He has full authority to resolve all disputes or disagreements through best efforts and good faith negotiations with VDOT representatives. Jeff will also work with the Public Relations Specialist and VDOT to communicate with all third-party stakeholders and coordinate all public outreach efforts, public meetings, and answer project inquiries.

Quality Assurance Manager, QAM (Kaushik Vyas, PE,) reports directly to the DBPM and is completely independent from the construction operations and QC inspections. Kaushik has full responsibility for assuring that the work is in compliance with the Contract Documents, manages all aspects of the QA program, and directs the QA inspections by the Lead QA Inspectors, QA Inspector and independent QA testing technicians. This position is unique in that Kaushik has the autonomy to report findings directly to VDOT in addition to the DBPM, and if the work is not in compliance with the Contract Documents, he has the authority to unilaterally halt or suspend the work and the responsibility to assure corrective action is taken before the work is accepted and certified for payment. Kaushik will be on-site full time during construction.

Design Manager, DM (Steve Kuntz, PE, DBIA) reports to the DBPM and has overall responsibility for management of the design process. Of vital importance is Steve's role in integrating the various design disciplines with the construction, ROW, utility, permitting, and safety elements. He establishes and oversees the Design QA/QC program ensuring that design QA and QC functions are exclusively designated and not assigned to those with conflicting duties or production work, as outlined in the *VDOT Minimum Requirements for Quality Assurance and Quality Control on Design-Build and P3 Projects*. Steve remains involved throughout the construction phase to support implementation of the design, review shop drawings, attend regular progress and public meetings, and respond to all construction questions and RFI's. Steve has been the Design Manager on 12 design-build projects for the Shirley Team.

Construction Manager, CM (Ricky Meyer) reports to the DBPM and has the responsibility to manage all aspects of construction and the Quality Control process. Prior to construction, Ricky facilitates all constructability reviews for the design, works closely with the Utility Coordination Manager to plan relocations, and coordinates with the ROW Manager to prioritize and schedule acquisitions. In addition, he will work closely with the Lead Traffic Engineer to develop MOT (TTC) plans. During construction, he is on site for the duration of construction operations, maintains the Project Schedule, and coordinates with the QC Manager, Project Managers, and Superintendents to ensure all construction materials and activities are in accordance with the Contract Documents. Ricky also communicates with the Design Manager to arrange for design engineer's review of construction submittals and shop drawings. Ricky brings extensive widening experience having been an integral part of the Shirley Team that delivered the Route 50 Widening, Route 28 Eight Lane Widening and Dulles Greenway Capital Improvements Design-Build Projects.

Utility Coordination Manager, UCM (Todd Kief) leads our in-house efforts to manage utility relocations as an integral part of our design-build program. With over 33 years of construction management experience, Todd has managed the utility relocations for Shirley's design-build projects for more than 16 years. Todd's experience and close relationships with multiple utility owners enables him to maintain a thorough understanding of the relocation process, risks, costs, schedule, and interaction with other project disciplines. Reporting to the DBPM, Todd will actively coordinate existing and proposed

3.3 Offeror's Team Structure

utilities with the design, ROW, safety, and construction disciplines. As the liaison with each individual utility company, he will ensure full integration of utilities into the Project scope and schedule. Working with the design team, Todd's first priority is to avoid relocations. If not possible, the focus will be to minimize relocations to the greatest extent practical. When relocations are unavoidable, he will ensure that they are coordinated with construction and completed within schedule.

 **Public Relations Specialist, PRS (Leslie Pereira)** will be responsible for developing and executing a public relations plan and managing all external Project communications with the general public, local businesses, media, and all other stakeholders. Leslie will report directly to the DBPM and will coordinate with VDOT's Northern Virginia District Communications Office. Leslie has extensive experience in public information and relations, communications, and outreach on large scale design-build transportation construction projects including Dulles Corridor Metrorail Phases 1 & 2 where she coordinated the public relations effort with VDOT's Northern Virginia Communications Office. Leslie will communicate the public involvement and relations needs with the DBPM Construction Manager and Design Manager to ensure that appropriate and comprehensive levels of involvement from the Team are provided at each public meeting and outreach activity.

Value Added Positions +

Our Team is *exceeding the RFQ requirements* by committing the following *Value Added* positions:

+ **Right-of-Way Manager (Ryan Marrah)** will report to the DBPM and will manage the process to acquire all ROW and easements. Reporting to Ryan will be the VDOT Prequalified sub-consultants performing appraisals, appraisal reviews, title reports, offers, negotiations, and settlements. Ryan will facilitate communication with affected landowners and maintain status of the process for VDOT. He will coordinate with the design, utility, and construction disciplines and will have continued involvement with the schedule. If the Project dictates changing the priority of acquisitions, having this function in-house allows us to react quickly and maintain the goals and schedule. Ryan will be involved throughout the design and utility stages, providing feedback and recommendations regarding minimizing property impacts, researching proffers, keeping landowners informed, and maintaining the ROW budget.

+ **Lead Traffic Engineer (Jerry Mrykalo, PE, PTOE)** reports directly to the Design Manager and is responsible for all MOT and traffic engineering design elements. He will work closely with the CM and UCM to develop sequencing plans that meet the Project Schedule. Jerry provides expertise and monitoring of the TMP and TTC plans throughout design and construction to ensure safe and efficient operations are maintained. Jerry has successfully lead the traffic engineering design on 17 previous VDOT design-build projects, and six projects on Route 7. As a VDOT Certified Work Zone Traffic Control training instructor, Jerry will also provide the added value of safety training tailored to the unique project challenges.

+ **Environmental Manager (Kim Larkin)** reports directly to the Design Manager and is responsible for all environmental wetland delineations, permit document development, cultural resources and endangered species coordination and surveys, permit submissions, and oversight of construction permit monitoring. Kim has detailed input on the project schedule and works closely with construction, utility and ROW disciplines. Kim will address unique project challenges including stream relocation and coordination with Fairfax County Park Authority for impacts to Colvin Run Mill Park.

+ **Safety Manager (Julie Turner)** reports to the DBPM and reviews all field activities to provide a safe environment for VDOT, construction personnel, and the traveling public. Safety is a core value for the Shirley Team and ensuring the safety of the public is paramount. Julie will train and inform our Team of the Project specific safety hazards and enforce all aspects of industry safety standards and Shirley's Corporate Safety Policy.

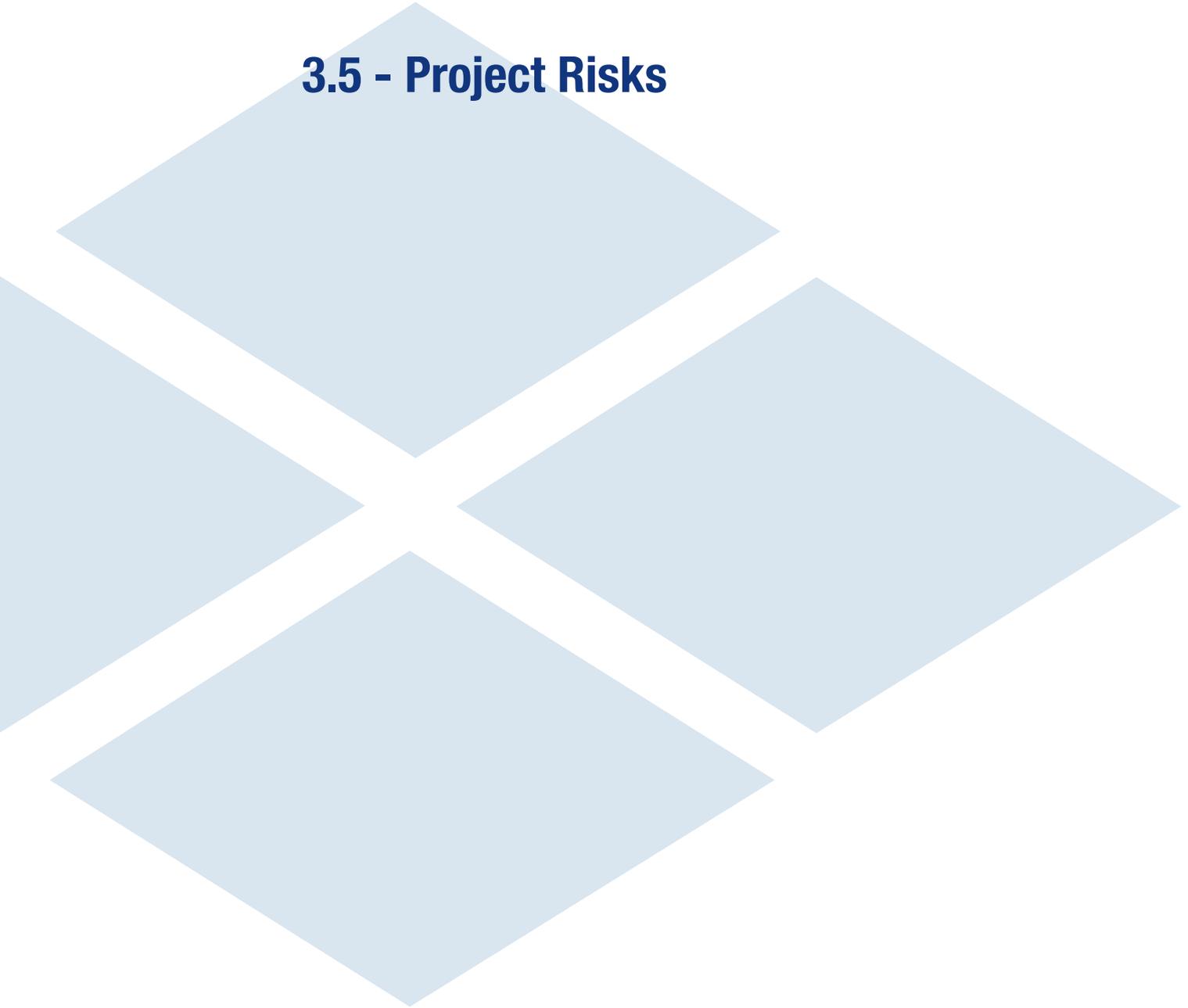
3.4 - Experience of the Offeror's Team



3.4 Experience of Offeror's Team

Please see Attachment 3.4.1 for the Lead Contractor and Lead Designer Work History Forms.

3.5 - Project Risks





3.5 Project Risks

3.5 Project Risks

In preparation of this Statement of Qualification (SOQ), we carefully reviewed all Request for Qualification (RFQ) package documents and performed site visits to understand the existing site conditions and constraints with the goal of avoiding and reducing impacts from Project risks. Our Team is committed to taking ownership of each risk factor and developing strategies for risk mitigation in partnership with all stakeholders. The three most relevant and critical risks to the Project's overall success are:

PROJECT RISK 1 – Stakeholder Impacts

Why the Risk is Critical

The lack of a comprehensive public information plan fully integrated into the planning and execution of the Route 7 Corridor Improvements Project will further disrupt travel through an already congested corridor; increase the safety risk for travelers and project workers; impact construction operations; result in public confusion/frustration; and diminish the extensive public involvement and support efforts that VDOT has already conducted to date.

Impact on the Project

Failure to develop and implement a comprehensive public information plan to address stakeholder concerns could impact the Project in the following ways:

- Put safety at risk by frustrating and surprising motorists;
- Create additional travel delays due to unexpected conditions as approach and travel through work zones;
- Interfere with alternative transportation modes such as the cycling;
- Cause financial impacts for businesses located within the work zones;
- Motivate a savvy and engaged public to complain to their elected officials who will, in turn, demand VDOT intervention;
- Interrupt construction activities, thereby causing schedule delays and increasing project costs;
- Cause increases to the potential for third party damage, liability, and legal claims;
- Generate negative media coverage; and
- Harm the reputations of, and public confidence in, VDOT and the design-build Team.

Mitigation Strategies

Keeping stakeholders informed by sharing information sends the message that the Project Team understands the frustration that will inevitably come once work begins. The more the public is informed, the more they understand and can plan for the challenges that will result from the Project. In addition to providing the specifics on construction activities that will impact traffic, the Team led by our Public Relations Specialist, Leslie Pereira, will put the Project into context. When the public understands the reason driving each action and are assured that every attempt has been made to plan the work with the best interests of the public in mind, they can become vested in the Project's success and ideally become an extension of the Project's Team.

Our mitigation strategies will:

- Create an overall awareness and understanding of the Project;
- Be proactive and responsive to the community and in so doing, build trust and credibility;
- Anticipate and identify issues before they negatively impact the Project cost, schedule, or reputation;
- Clearly identify our stakeholders, including commuters, businesses located within our work zones; churches; homeowners associations, residents, and their elected officials;

3.5 Project Risks

- Provide a consistent and steady stream of relevant Project information to the public;
- Provide outlets for public feedback or concerns;
- Hold public meetings to educate stakeholders on the Project in general and meet one-on-one with groups or individuals who have specific concerns or interests;
- Work closely with the transportation staff of elected officials; and
- Provide the media with information that will result in positive press.

Our Public Relations Specialist will:

- Develop a comprehensive Communications Plan specific to the Project that clearly define roles and responsibilities, means and methods, procedures, and an emergency communications plan;
- Develop a branded press release/notification template and collateral material specific to the Project;
- Build a distribution database that includes the general public, HOAs, residents, business owners, elected officials, and other stakeholders;
- Use a Project website to allow interested parties to sign up for Project information and ask questions directly to the Project Team;
- Establish a dedicated Hotline, answered by ‘real’ people and available to the public 24-hours/7 days a week. Respond to Hotline calls, including those that come in the middle of the night;
- Disseminate weekly construction forecasts and daily reminders of upcoming lane closures, as well individual notifications specific to work that will significantly affect changes in traffic patterns;
- Disseminate a monthly safety reminder to the public emphasizing the need to pay attention, drive carefully, and obey all work zone MOT signage, flaggers and/or police;
- Provide information to elected officials that they can use to inform their constituencies;
- Keep Fairfax County and other local government agencies informed about the Project;
- Create and disseminate presentations that reflect progress and major milestones;
- Manage and contribute to the Project website and feed information to VDOT’s 511 website, Twitter and other information outlets;
- Use Project specific social media to disseminate information more broadly and facilitate two way conversation, including Twitter and Facebook; and
- Represent the Project at community events and meetings.

Role of VDOT and Other Agencies

We would anticipate that VDOT would review and provide input to our comprehensive Public Information Plan, support and expand the distribution of Project information via VDOT’s established information outlets, including the 511 website, mobile app, Twitter account, and Project website. VDOT will also collaborate with Project personnel to coordinate lane closures requests and/or last minute changes so the public can be informed in advance of the work.

PROJECT RISK 2 – RIGHT-OF-WAY ACQUISITION

Why the Risk is Critical

The right-of-way (ROW) acquisition process on linear widening projects is always a key element to the success of the Project. ROW acquisition becomes a critical risk due to the high number of acquisitions - potentially 250 parcels or more, the extensive existing utility infrastructure requiring easements prior to the start of many relocations, and the condensed design-build schedule. This requires intense coordination between the design, ROW, utility, and construction sequences to ensure all elements are completed on-time.

The need to acquire so many parcels within a short time-frame can put a strain on the resources of any ROW acquisition firm. The roles and responsibilities of the ROW acquisition process require title and settlement attorneys, VDOT pre-approved appraisers and review appraisers, qualified proactive negotiators capable

3.5 Project Risks

of handling multiple concurrent negotiations, qualified technicians to prepare detailed and accurate offer packages, settlement documents and certificate packages. Developing a robust team that actively manages the ROW acquisition process and is capable of supplementing any role that lags is critical to maintaining the schedule and advancing the start of utility relocations and construction.

Finally, the uncertainty of the third party coordination can create challenges that require responsive, flexible, and highly effective communication between team members and individual property owners to avoid delays and maintain public support. These may include early identification of title changes, proactive response to property owner requests for design changes, and expedited review and validation of justification for additional compensation, if appropriate.

Impact on the Project

The individual and combined effect of the above risks could impact the Project in several ways:

1. Changes to title information after completion of design title exams may require plan revisions, revised appraisals, and additional offers;
2. Requests by property owners for changes to the plans can delay negotiations and increase design and construction costs;
3. Changes to planned utility easements after ROW plan approval will impact negotiation and require revised offers;
4. As utility owners require the recordation of all easements prior to the start of their relocations, a delay to the acquisition of a single property could prevent the start of thousands of feet of utility relocations;
5. Delays or missed opportunities in acquiring proffered ROW;
6. Increased impacts to adjacent landowners;
7. Loss of public support; and
8. Delays to the Project Schedule.

Mitigation Strategies

1. ***Dedication of Additional Resources*** - Our Team's past experience successfully managing this very risk places us in a good position to mitigate the impacts they could create. Our Team has successfully acquired more than 600 parcels in Virginia as part of our design-build and PPTA projects over the last 15 years. Our first strategy is to dedicate our in-house ROW Manager, Ryan Marrah, and two firms, Bowman Consulting and Diversified Property Services to ensure that our ROW acquisition Team has the resources to complete the large number of concurrent acquisitions. This enhances our ability to integrate this element with all other Project disciplines, build on established relationships, create single points of contact on the Team, and enhance our Team's flexibility to adapt and react to changing priorities. Having two ROW acquisition firms on the Team also allows us to sequence acquisitions and dedicate independent resources to critical ROW phases and parcels.
2. ***RFP Planning and Staging*** - Our Team focuses heavily on ROW planning throughout the procurement and factored heavily in our decision to separate the Project into three Segments. As we prepare our Technical Proposal, we will develop proposed drainage, grading, and stormwater management (SWM) solutions to identify potential easements. We will review existing utilities and coordinate with the utility companies to identify utility easement corridors and/or the potential for leaving utilities within existing or proposed ROW. We create solutions to minimize ROW impacts and avoid properties where practical. With the easements and avoidance strategies identified, we are able to establish a planned acquisition sequence and schedule that targets the critical properties first and aligns with our segmented approach and construction staging, minimizing the risk of delays.
3. ***ROW Coordination Meeting*** - Following Award, our Team will prepare a ROW Acquisition Procedures Plan that outlines our Team's processes for accomplishing each element of the ROW

3.5 Project Risks

phase including, but not limited to, appraisals, offers, negotiations, approval of justifications, and settlements. This plan will include a list of the impacted parcels along with the approved appraiser, type of appraisal, and the name of the negotiator planned for the acquisition of each parcel. It will also include a schedule of the ROW acquisition phase focusing on the sequence of acquisition and timing of critical parcels. With the submission of this plan to VDOT, our Team will hold a coordination meeting to be attended by the Project's Key Personnel, our ROW Manager, representatives of each ROW firm, and VDOT ROW acquisition staff. The goal of the meeting will be to present the ROW Acquisition Procedures Plan and focus on ways to streamline the processes to expedite approvals. The parties will discuss the staffing requirements necessary to achieve the acquisition of approximately 250 parcels on an expedited schedule and identify redundancies at each staff position to ensure workloads are met. This meeting will serve to foster a better understanding of the ROW acquisition goals and schedule and create buy-in by design-builder and VDOT ROW staff.

- 4. Design Accuracy and Approvals** - During design, our focus is on developing accurate plans in an effort to minimize review times by VDOT staff and expediting ROW plan approval and issuance of Notice to Commence ROW Acquisitions. The first step in this process is to confirm ownership and property limits through title reports and field surveys. The title report will allow our Team to confirm the property ownership identified by VDOT in the conceptual plans and identify any existing easements or proffers that should be considered in the design. To mitigate risks encountered on past projects, ***our Team is committed to ordering title updates every 60 days during the design phase.*** This will aid in the early identification of changes in ownership and prevent the need for plan revisions and acquisition delays due to the sale of properties. In addition, our Team will thoroughly research the proposed ROW to understand proffers that may be available and coordinate with Fairfax County to ensure that those proffers are called-in early in the design process.

Our ROW Manager will coordinate closely with our Utility Coordination Manager to confirm utility easements identified during our RFP planning and add more complex easement details to account for elements developed during post award utility coordination. Through title reviews and coordination of prior rights with the utility owners, we will determine whether the easement will be acquired as a VDOT utility easement or an easement in the name of the utility company.

As the accuracy of the ROW plans can have a dramatic affect on the Project Schedule, our Team makes review of every utility's easements and the limits of acquisition of each parcel a primary focus of our constructability review prior to each plan submission. Understanding that the oversight of a single easement bump-out for a guy pole could delay the start of a utility relocation for months while the plans are revised, new appraisals are developed, and additional offers are presented and negotiated highlights the importance of this critical step. Prior to formal submission to VDOT, the Design Team will provide two sets of ROW plans and design files to the ROW and Utility Coordination Managers for review and comment for a constructability review. The Utility Coordination Manager, in coordination with the utility company representative, will review every utility relocation, service connection and appurtenance to ensure that utility will be located within the proposed ROW or an easement is appropriately identified on the plans. The ROW Manager will review the latest title update and confirm property ownership, verify that all existing easements are called out on the plans, and review the proposed limits of the acquisition for each property to ensure that construction and maintenance activities can be completed within the limits and/or the limits are not overly wide resulting in unnecessary acquisition costs for VDOT. This process is vital to a design-build project to provide early identification during plan development of areas where ROW limits are inadequate so limits are adjusted prior to the start of the ROW acquisition process. Further, this process ensures the accuracy of the plans and expedites review and approval timeframes by VDOT.

- 5. Coordination with Property Owners** - We initiate early coordination with each landowner to ensure they are aware of the Project Schedule and impacts to their property. Contact will include mailing

3.5 Project Risks

property owner notification letters at the start of the design phase, public involvement and “Pardon Our Dust” meetings, and numerous contacts during the ROW acquisition and construction phases. Continuous communication allows us to develop a relationship with the landowner that can facilitate early entry onto the property through right-of-entry agreements, or in some cases with VDOT approval, negotiate construction improvements in exchange for the dedication of ROW at an overall cost savings to the Project. Additionally, this early communication often provides the property owner with an opportunity to identify concerns with the plans that may otherwise not be revealed until after the plans are approved, appraisals completed, and negotiations started. Our Team has had a great deal of success building relationships with property owners and VDOT to affect requested changes to the plans. These changes are documented through the ROW negotiation process and often lead to earlier entry onto the property and facilitate property settlement rather than condemnation. The effect of this early communication and willingness to coordinate and accommodate property owners requests, helps to generate and sustain overall public support for the Project.

- 6. *Sequence of Acquisitions to Align with Utilities and Construction Phasing*** - Because of the time required to acquire a parcel and the relatively limited flexibility to alter the acquisition process, it is critical that the overall ROW sequence be directly tied to the construction and utility relocation phasing. To minimize this risk, our Team will identify multiple phases of ROW acquisition to prioritize acquisitions as needed to obtain early access to critical utility relocations. The ROW phasing will align with logical termination points of utility infrastructure relocations. This allows our Team to focus resources on critical acquisitions and minimize the risk that slow acquisition of a single parcel could dramatically delay extended areas of the Project. Additionally, as done on our Route 50 Widening design-build project, our Team will prepare our MOT phasing and schedule sequence to align with the ROW and utility phasing. This increases the allowable time for critical utility relocations while also expediting the start of permanent roadway widening.

Role of VDOT and Other Agencies

The *VDOT Right-of-Way Manual of Instructions* requires VDOT to play an integral role throughout the ROW acquisition process including the following tasks:

For the Project as a whole:

- Review and approve the ROW Acquisition Procedures Plan;
- Approval of Final Document Re-evaluation for ROW;
- Review and approval of the ROW Plans;
- Issuance of Notice to Commence ROW Acquisition; and
- Provide design-builder and ROW firms access to RUMS,

For each of the approximately 250 Parcels:

- Review title report;
- Review and approve the appraisal;
- Review and approve justification for settlement and settlement documents;
- Concur with proceeding with certificate of take (COT) and approve COT package; if needed
- Review and approve relocation documentation, determination of eligibility, RHP, moving cost calculations and offers;
- Review dedication documents to accept proffers, if any;
- Issue check for settlement or certificate of take; and
- Assign Attorney to continue negotiations, process Agreement After Certificates, and if necessary resolve Certificates through trial.

3.5 Project Risks

As with the importance of the design-builder's staffing, VDOT will need to assess staffing to ensure that the work flow continues in an expedited manner and the roles of individuals within the ROW process do not impact the schedule. Additionally, Fairfax County will play a role to identify and call-in proffers to ensure VDOT does not pay for ROW or easements that are to be dedicated at no cost.

CRITICAL RISK 3 – EXISTING UTILITIES

Why the Risk is Critical

The schedule outlined in the RFQ indicates a total Project duration of approximately 66 months to complete all scope of work activities necessary to widen Route 7 from four to six-lanes for the 6.8-mile Project length. One of the most critical elements that will put both the cost and schedule at risk is the relocation of utilities in conflict with the work.

A review of the RFQ documents highlights the magnitude of existing utilities located in virtually every area along the Project limits. These include multiple overhead and underground fiber optic and copper communication lines; overhead and underground electric; transmission and distribution gas; petroleum lines; numerous large and small diameter water lines; and sanitary sewer facilities, both gravity and force. Each utility, at a minimum, will require thorough investigation and test pitting, extensive design effort, and detailed coordination with the providers just to determine whether conflicts exist. Those that are in conflict may result in substantial cost and time to obtain relocation designs, acquire necessary easements, obtain environmental permits, and relocate prior to proposed construction proceeding. Further concerns adding to the critical nature of this risk are the limited control over the utilities by the design-builder, the lack of resources available to the utility companies for relocations, and the limitations of the utility providers as to who can perform both design and relocation construction. Finally, the overlap of the expected \$200 million Washington Gas transmission line upgrade project adds a level of complexity that could put the Project Schedule and cost even further at risk.

As part of our research and preparation of this SOQ, our Utility Coordinator Manager contacted several utility providers located along the corridor to further understand the scope of this risk. The feedback received, combined with our experience and knowledge of the process, causes even greater concern, including:

- Multi-year (ie: greater than 3-5 years) duration for communication and gas relocations;
- Expectation that communications splicing will be limited, resulting in “end-to-end” verses a “patchwork” approach to conflict resolution;
- Unknown presence and location of “black” fiber optic systems;
- Anticipated prior rights for many utilities; and
- Requirement that all easements are provided before linear relocations commence.

Impact on the Project

The individual and combined effects of the utility relocation process could impact the Project in numerous ways, including:

1. Substantial and time-consuming efforts to determine the as-built location, condition, and affect on construction elements;
2. Continuous coordination efforts with each utility throughout all phases of design and construction;
3. Potential revisions to planned design elements to avoid and/or minimize conflicts;
4. Delays or revisions to the implementation of MOT sequences and strategies;
5. Increased impacts to the public;
6. Additional environmental and ROW impacts to adjacent landowners and properties;
7. Loss of public support;

8. Increased construction costs to the design-builder, VDOT, or both; and
9. Delays to the overall Project Schedule.

Mitigation Strategies

Having successfully managed many complex utility relocation efforts on similar design-build projects, the Team recognizes that a comprehensive and focused approach from all disciplines is required to mitigate these impacts. Core to our overall strategy is prioritization of relocation avoidance to the greatest extent possible through design efforts. 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 Technical and Price Proposal phase and continue throughout design and construction and include:

1. Developing the segmented approach to project phasing;
2. Building on our established relationships with utility representatives to obtain existing as-built information, communicate issues and concerns between all parties, and develop efficient solutions for resolving conflicts;
3. Dedicating experienced in-house resources to manage the entire process throughout design, permitting, relocations, and construction. In addition to the Utility Coordination Manager, these include an Assistant Utility Coordinator, and a Utility Field Coordinator;
4. Establishing regular Utility Progress Meetings to facilitate continuous coordination;
5. Expediting utility designations and test pits to accurately determine the location as early as possible;
6. Creating early work packages for ROW, storm sewer, waterlines, sanitary sewer, and MOT;
7. Establishing task force teams that focus on developing solutions to conflicts as they arise early in the design process and throughout construction with the goal of avoiding schedule impacts;
8. Avoiding numerous storm offset crossings that create conflicts by exploring trunk storm systems;
9. Examining opportunities to adjust the roadway profile to avoid conflicts;
10. Develop a relocation plan that is efficient and sequenced to minimize construction impacts;
11. Exploring options for “utility corridors” that fast-track easement acquisitions and relocation designs, and prioritize relocations within existing ROW and under existing pavement;
12. A phased approach to relocations wherever possible that corresponds to other project elements;
13. Maximizing use of “lift and lay” techniques to avoid total relocations of communications systems;
14. Researching bridging concepts, such as sleeve extensions or arches, over existing encased lines to maintain them in proposed construction areas;
15. Focusing on temporary maintenance of traffic sequences to avoid impacts and conflicts;
16. Establishing a detailed Project-specific ‘Utility Strike Prevention Plan’ during construction that clearly communicates to all parties where utilities are located, what steps need to be taken when working around them, and emergency contact information and procedures;
17. Self-performing portions of the work such as preliminary engineering and layout, ductbank installation, setting poles, trench and rock excavation, and MOT; and
18. Creating the Project Schedule and sequence of work to ensure that the work is completed on time. This schedule will be communicated to all parties, including each utility, and monitored closely for delays. Should delays be identified, the Team will implement recovery actions such as re-sequencing the work, supplementing resources, and/or self-performing activities.

Role of VDOT and Other Agencies

To reduce the overall risk to the Project, we recommend that, during the RFQ and RFP phases of the procurement, VDOT continue efforts to coordinate with and obtain commitments from the utilities affected by the Project, perform test pits on the existing facilities, and obtain any available as-built information. During the design phase, we look forward to partnering with VDOT as we work to resolve issues and conflicts as they arise. During construction, we anticipate VDOT’s assistance should a utility become uncooperative or unresponsive.

Appendix

Appendix

3.2.6 - Affiliated/Subsidiary Companies

3.2.7 - Debarment Forms

ATTACHMENT 3.2.7(a)

**CERTIFICATION REGARDING DEBARMENT
PRIMARY COVERED TRANSACTIONS**

Project Nos.: 0007-029-942 and 0007-029-225

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.

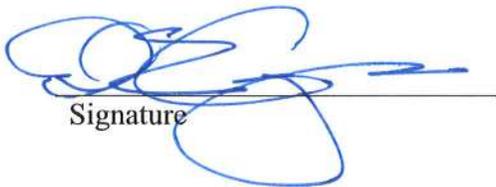
b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under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

9/20/17
Date

Vice President
Title

Shirley Contracting Company, LLC

Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

Project Nos.: 0007-029-942 and 0007-029-225

- 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.

Dave Mahoney 9/18/17 Executive Vice President
Signature Date Title

Dewberry Consultants LLC
Name of Firm

ATTACHMENT 3.2.7(b)

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LOWER TIER COVERED TRANSACTIONS

Project Nos.: 0007-029-942 and 0007-029-225

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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

September 21, 2017
Date

President
Title

Quinn Consulting Services, Inc.
Name of Firm

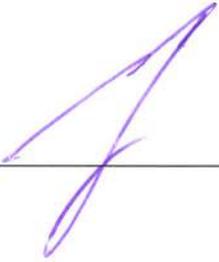
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	September 21, 2017	VP of Business Development
Signature	Date	Title

DIW Group, Inc. t/a Specialized Engineering
Name of Firm

ATTACHMENT 3.2.7(b)

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Signature

9/18/17
Date

President
Title

GeoConcepts Engineering, Inc.
Name of Firm

ATTACHMENT 3.2.7(b)

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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.

W. J. McKeague
Signature

9/18/2017
Date

Vice President
Title

Quantum Spatial, Inc.
Name of Firm

ATTACHMENT 3.2.7(b)

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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.

	Sept. 21, 2017	Director of ROW & Utility Coordination Services
Signature	Date	Title

Bowman Consulting Group Ltd.

Name of Firm

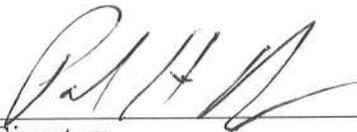
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The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.

 _____ Signature	9/19/2017 _____ Date	SENIOR VICE PRESIDENT _____ Title
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CLARK CONSTRUCTION GROUP, LLC

Name of Firm

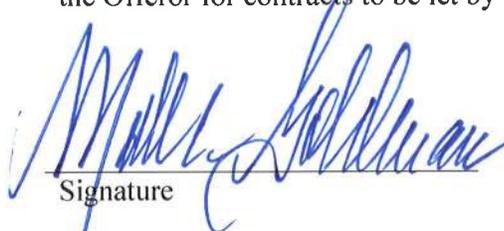
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The undersigned makes the foregoing statements to be filed with the proposal submitted on behalf of the Offeror for contracts to be let by the Commonwealth Transportation Board.

	September 19, 2017	DEPT. MANAGER
Signature	Date	Title

So-Deep, Inc.

Name of Firm

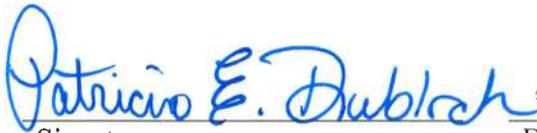
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LOWER TIER COVERED TRANSACTIONS

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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.



9/15/2017

President

Signature

Date

Title

Diversified Property Services, Inc.

Name of Firm

ATTACHMENT 3.2.7(b)

CERTIFICATION REGARDING DEBARMENT
LOWER TIER COVERED TRANSACTIONS

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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.

[Handwritten Signature]
Signature

9/18/17
Date

VICE PRESIDENT
Title

OLD DOMINION SETTLEMENTS, INC. D.B.A. KEY TITLE
Name of Firm

3.2.8 - VDOT Prequalification Certificate





Virginia Department of Transportation

Date Printed: 09/15/2017

**Department's List of Prequalified Vendors
Includes All Qualified Levels As Of 9/15/2017**

12:00 AM

Page 381

- S -

Vendor ID: S018

Vendor Name: SHIRLEY CONTRACTING COMPANY, LLC

Prequal Level: Prequalified

Prequal Exp: 10/31/2017

-- PREQ Address --

8435 BACKLICK RD.
LORTON, VA 22079-1403
Phone: (703)550-8100
Fax: (703)550-7897

Work Classes (Listed But Not Limited To)

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

Bus. Contact: CLYMORE, DANIEL EDWARD

Email: DCLYMORE@SHIRLEYCONTRACTING.COM

-- DBE Information --

DBE Type: N/A

DBE Contact: N/A

Vendor ID: S1303

Vendor Name: SHOOSMITH CONSTRUCTION, INC.

Prequal Level: Prequalified

Prequal Exp: 09/30/2018

-- PREQ Address --

11800 LEWIS RD
CHESTER, VA 23831
Phone: (804)748-5823
Fax: (804)748-8482

Work Classes (Listed But Not Limited To)

002 - GRADING
045 - UNDERGROUND UTILITIES
101 - EXCAVATING

Bus. Contact: DUNLAP, GARY N

Email: GDUNLAP@SHOOSMITH.COM

-- DBE Information --

DBE Type: N/A

DBE Contact: N/A

3.2.9 - Surety Letter



One Tower Square
Hartford, CT 06183

September 14, 2017

John Daoulas, P.E.
Alternative Project Delivery Division
Virginia Department of Transportation
1401 East Broad Street
Richmond, VA 23219

Re: Request for Qualifications - Contract ID Number: C00099478DB98 - A Design-Build Project
Route 7 Corridor Improvements from: Reston Avenue To: Jarret Valley Drive
Fairfax County, Virginia
Estimated Contract Value: \$178 million

Dear Mr. Daoulas:

Travelers Casualty and Surety Company of America (A.M. Best Financial Strength Rating A++, Financial Size Category XV) and their co-surety partners, have the privilege of providing surety bonds for Shirley Contracting Company, LLC. The available bonding capacity on individual projects is in excess of \$750,000,000.

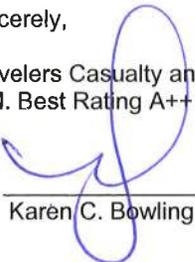
In our opinion, Shirley is one of the finest, best managed construction firms in the country. Shirley has handled each of its projects in a professional manner and completed all satisfactorily.

As surety for Shirley Contracting Company, LLC, Travelers Casualty and Surety Company of America, is capable of obtaining 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction, and said bonds will cover the project and any warranty periods as provided for in the Contract Documents on behalf of the Contractor, in the event that such firm be the successful bidder and enter into a contract for this project, subject to acceptable review of the contract documents and bond forms, financing, availability of reinsurance, and Shirley Contracting Company, LLC continuing to satisfy other underwriting considerations at the time the bonds are requested.

This letter is not an assumption of liability and is issued only as a reference request from our client.

Sincerely,

Travelers Casualty and Surety Company of America
A.M. Best Rating A++ XV

By: 
Karen C. Bowling, Attorney-in-Fact



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 232261

Certificate No. 007258874

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Diana L. Parker, Karen C. Bowling, and Terry D. Reynolds

of the City of Columbia, State of Maryland, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, 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 8th day of June, 2017.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 8th day of June, 2017, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal. My Commission expires the 30th day of June, 2021.



[Signature]
Marie C. Tetreault, Notary Public

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

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

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

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

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

I, Kevin E. Hughes, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 14th day of September, 20 17


Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at www.travelersbond.com. Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.

3.2.10 - SCC/DPOR Licenses & Registrations

ATTACHMENT 3.2.10

State Project Nos. 0007-029-942 and 0007-029-225

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 listed are active and in good standing.

SCC & DPOR INFORMATION FOR BUSINESSES (RFP Sections 3.2.10.1 and 3.2.10.2)							
Business Name	SCC Information (3.2.10.1)			DPOR Information (3.2.10.2)			
	SCC Number	SCC Type of Corporation	SCC Status	DPOR Registered Address	DPOR Registration Type	DPOR Registration Number	DPOR Expiration Date
Shirley Contracting Company, LLC	S082038-3	Limited Liability Co.	Active	8435 Backlick Road Lorton, VA. 22079	Class A Contractor	2705071652	October 31, 2018
Dewberry Consultants LLC	S044733-6	Limited Liability Co.	Active	8401 Arlington Blvd. Fairfax, VA. 22031	Business Entity	0407003966	December 31, 2017
Quinn Consulting Services, Inc.	0492551-7	Corporation	Active	14160 Newbrook Drive Suite 220 Chantilly, VA. 20151	Business Entity	0407003733	December 31, 2017
DIW Group Inc.	F128190-8	Corporation	Active	4845 International Blvd. #104 Frederick, MD. 21703	Business Entity	0407004748	December 31, 2017
GeoConcepts Engineering, Inc.	0516767-1	Corporation	Active	19955 Highland Vista Drive Ste.170 Ashburn, VA. 20147	Business Entity	0407004404	December 31, 2017
Quantum Spatial, Inc.	F113594-8	Corporation	Active	45180 Business Court Suite 800 Sterling, VA. 20166	Business Entity	0407005489	December 31, 2017
So-Deep, Inc.	0216275-8	Corporation	Active	8397 Euclid Avenue Manassas Park, VA. 20111	Business Entity	0407002900	December 31, 2017
Clark Construction Group, LLC	T024501-1	Limited Liability Co.	Active	7500 Old Georgetown Road Bethesda, MD. 20814	Class A Contractor	2705085523	May 31, 2018
Bowman Consulting Group, LTD	0448198-2	Corporation	Active	14020 Thunderbolt Place Suite 300 Chantilly, VA. 20151	Business Entity	0407003896	December 31, 2017
Diversified Property Services of Virginia, Inc.	F130410-6	Corporation	Active	20 E. Timonium Road Suite 111 Timonium, MD 21093	Appraisal Business	4008001190	November 30, 2018
Old Dominion Settlements, Inc.	0243891-9	Corporation	Active	n/a			
Carteret Title L.L.C.	S076750-1	Limited Liability Co.	Active	n/a			

ATTACHMENT 3.2.10

State Project Nos. 0007-029-942 and 0007-029-225

SCC and DPOR Information

DPOR INFORMATION FOR INDIVIDUALS (RFQ Sections 3.2.10.3 and 3.2.10.4)						
Business Name	Individual's Name	Office Location Where Professional Services will be Provided (City/State)	Individual's DPOR Address	DPOR Type	DPOR Registration Number	DPOR Expiration Date
Dewberry Consultants LLC	Steven Kuntz	Fairfax, Va.	14571 Harmony Creek Ct. Haymarket, VA 20169	Professional Engineer	0402039440	June 30, 2018
Quinn Consulting Services, Inc.	Kaushik Vyas	Gordonsville, Va.	10170 Spring Drive Gordonsville, VA. 22942	Professional Engineer	0402039004	June 30, 2018

DPOR License Lookup License Number 2705071652

License Details

Name	SHIRLEY CONTRACTING COMPANY LLC
License Number	2705071652
License Description	Contractor
Firm Type	LLC - Limited Liability Company
Rank ¹	Class A
Address	8435 BACKLICK ROAD, LORTON, VA 22079
Specialties²	Highway / Heavy (H/H)
Initial Certification Date	2002-10-08
Expiration Date	2018-10-31

- 1 Refer to the Statutory Definitions (<http://law.lis.virginia.gov/vacode/title54.1/chapter11/section54.1-1100/>) for descriptions of the rank or class of license (A, B, or C) that determines the monetary limits on contracts/projects.
- 2 Refer to the Classification Definitions (<http://lis.virginia.gov/cgi-bin/legp604.exe?000+reg+18VAC50-22-20>) and Specialty Definitions (<http://lis.virginia.gov/cgi-bin/legp604.exe?000+reg+18VAC50-22-30>) for detailed definitions of these classifications and specialties.

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DPOR License Lookup build 1,198 (built 2017-07-13 02:34:41).

DPOR License Lookup License Number 0407003966

License Details

Name	DEWBERRY CONSULTANTS, LLC
License Number	0407003966
License Description	Business Entity Registration
Firm Type	LLC - Limited Liability Company
Rank	Business Entity
Address	8401 ARLINGTON BLVD, FAIRFAX, VA 22031
Initial Certification Date	2000-03-14
Expiration Date	2017-12-31

Related Licenses ¹

License Number	License Holder Name	License Type	Relation Type	License Expiry
0401008756	BEIGHT, JAMES LADEN	Architect License	Architecture	2019-08-31
0403001932	ROBINSON, BRYANT L	Land Surveyor License	Land Surveying	2019-01-31
0406001718	CENA, JANICE MARIE	Landscape Architect License	Landscape Architecture	2019-01-31
0402026519	STONE, DONALD EDWARD JR	Professional Engineer License	Engineering	2019-09-30

Showing 1 to 4 of 4 entries

- ¹ The data located on this website are not the public records of the Department of Professional and Occupational Regulation (DPOR). All public records are physically located at DPOR's Public Records Section: 9960 Mayland Drive, Suite 400, Richmond, VA 23233. While DPOR works to ensure the accuracy of the data provided online, the data available on these pages are updated routinely but may not be up to date at all times (due to document processing delays, technical maintenance, etc.).

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DPOR License Lookup License Number 0407003733

License Details

Name	QUINN CONSULTING SERVICES INCORPORATED
License Number	0407003733
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	14160 NEWBROOK DR STE 220, CHANTILLY, VA 20151
Initial Certification Date	1998-03-05
Expiration Date	2017-12-31

Related Licenses ¹

License Number	License Holder Name	License Type	Relation Type	License Expiry
0402026380	VICINSKI, JOHN KEVIN	Professional Engineer License	Engineering	2019-08-31

Showing 1 to 1 of 1 entries

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DPOR License Lookup License Number 0407004748

License Details

Name	DIW GROUP INC
DBA Name	SPECIALIZED ENGINEERING
License Number	0407004748
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	4845 INTERNATIONAL BLVD #104, FREDERICK, MD 21703
Initial Certification Date	2005-11-01
Expiration Date	2017-12-31

Related Licenses ¹

License Number	License Holder Name	License Type	Relation Type	License Expiry
0402020050	MITCHELL, CHARLES ROBERT	Professional Engineer License	Engineering	2019-07-31

Showing 1 to 1 of 1 entries

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DPOR License Lookup build 1,198 (built 2017-07-13 02:34:41).

DPOR License Lookup License Number 0407004404

License Details

Name	GEOCONCEPTS ENGINEERING INC
License Number	0407004404
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	19955 HIGHLAND VISTA DRIVE SUITE 170, ASHBURN, VA 20147
Initial Certification Date	2003-03-28
Expiration Date	2017-12-31

Related Licenses ¹

License Number	License Holder Name	License Type	Relation Type	License Expiry
0402021276	LEWIS, TADEUSZ WILLIAM	Professional Engineer License	Engineering	2018-04-30
0402021556	BURKART, PAUL EDWARD	Professional Engineer License	Engineering	2018-03-31

Showing 1 to 2 of 2 entries

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DPOR License Lookup License Number 0407005489

License Details

Name	QUANTUM SPATIAL INC
License Number	0407005489
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	45180 BUSINESS CT SUITE 800, STERLING, VA 20166
Initial Certification Date	2009-07-30
Expiration Date	2017-12-31

Related Licenses ¹

License Number	License Holder Name	License Type	Relation Type	License Expiry
0408000008	MCKEAGUE, WILLIAM J	Surveyor Photogrammetrist License	Land Surveying	2019-02-28

Showing 1 to 1 of 1 entries

- 1 The data located on this website are not the public records of the Department of Professional and Occupational Regulation (DPOR). All public records are physically located at DPOR's Public Records Section: 9960 Mayland Drive, Suite 400, Richmond, VA 23233. While DPOR works to ensure the accuracy of the data provided online, the data available on these pages are updated routinely but may not be up to date at all times (due to document processing delays, technical maintenance, etc.).

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DPOR License Lookup build 1,198 (built 2017-07-13 02:34:41).

DPOR License Lookup License Number 0407002900

License Details

Name	SO-DEEP, INC.
License Number	0407002900
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	8397 EUCLID AVENUE, MANASSAS PARK, VA 20111
Initial Certification Date	1989-02-06
Expiration Date	2017-12-31

Related Licenses ¹

License Number	License Holder Name	License Type	Relation Type	License Expiry
0402022310	SKAHN, CARY ALAN	Professional Engineer License	Engineering	2019-06-30
0403001937	SPENCER, MELVIN E	Land Surveyor License	Land Surveying	2019-01-31

Showing 1 to 2 of 2 entries

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DPOR License Lookup build 1,198 (built 2017-07-13 02:34:41).

DPOR License Lookup License Number 2705085523

License Details

Name	CLARK CONSTRUCTION GROUP LLC
License Number	2705085523
License Description	Contractor
Firm Type	LLC - Limited Liability Company
Rank ¹	Class A
Address	7500 OLD GEORGETOWN ROAD ATTN LEGAL DEPARTMENT, BETHESDA, MD 20814
Specialties²	Commercial Building (CBC) Highway / Heavy (H/H) Residential Building (RBC)
Initial Certification Date	2004-05-18
Expiration Date	2018-05-31

- 1 Refer to the Statutory Definitions (<http://law.lis.virginia.gov/vacode/title54.1/chapter11/section54.1-1100/>) for descriptions of the rank or class of license (A, B, or C) that determines the monetary limits on contracts/projects.
- 2 Refer to the Classification Definitions (<http://lis.virginia.gov/cgi-bin/legp604.exe?000+reg+18VAC50-22-20>) and Specialty Definitions (<http://lis.virginia.gov/cgi-bin/legp604.exe?000+reg+18VAC50-22-30>) for detailed definitions of these classifications and specialties.

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DPOR License Lookup License Number 4008001190

License Details

Name	DIVERSIFIED PROPERTY SERVICES OF VIRGINIA INC
License Number	4008001190
License Description	Appraisal Business Registration
Firm Type	Corporation
Rank	Business Entity
Address	20 E TIMONIUM ROAD SUITE 111, TIMONIUM, MD 21093-0000
Initial Certification Date	2000-11-29
Expiration Date	2018-11-30

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DPOR License Lookup build 1,198 (built 2017-07-13 02:34:41).

DPOR License Lookup License Number 0402039440

License Details

Name	KUNTZ, STEVEN KLINE
License Number	0402039440
License Description	Professional Engineer License
Rank	Professional Engineer
Address	HAYMARKET, VA 20169
Initial Certification Date	2004-06-14
Expiration Date	2018-06-30

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DPOR License Lookup License Number 0402039004

License Details

Name	VYAS, KAUSHIKKUMAR BHUPENDRAPRASAD
License Number	0402039004
License Description	Professional Engineer License
Rank	Professional Engineer
Address	GORDONSVILLE, VA 22942-7581
Initial Certification Date	2004-06-14
Expiration Date	2018-06-30

Related Licenses ¹

License Number	License Holder Name	License Type	Relation Type	License Expiry
0411000920	QUINN CONSULTING SERVICES INCORPORATED	Business Entity Branch Office Registration	Engineering	2018-02-28

Showing 1 to 1 of 1 entries

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DPOR License Lookup build 1,198 (built 2017-07-13 02:34:41).

DPOR License Lookup License Number 0407003896

License Details

Name	BOWMAN CONSULTING GROUP LTD
License Number	0407003896
License Description	Business Entity Registration
Firm Type	Corporation
Rank	Business Entity
Address	14020 THUNDERBOLT PLACE SUITE 300, CHANTILLY, VA 20151
Initial Certification Date	1999-10-18
Expiration Date	2017-12-31

Related Licenses ¹

License Number	License Holder Name	License Type	Relation Type	License Expiry
0402015248	BOWMAN, GARY PHILLIP	Professional Engineer License	Engineering	2019-02-28
0402023424	BRUEN, MICHAEL GREGORY	Professional Engineer License	Engineering	2018-06-30
0403001945	WALLS, CHARLES EUGENE JR	Land Surveyor License	Land Surveying	2019-01-31
0406000832	TAUSCHER, MATTHEW JAMES	Landscape Architect License	Landscape Architecture	2019-06-30

Showing 1 to 4 of 4 entries

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09/18/17

13:36:50

LLCM3220 LLC DATA INQUIRY

LLC ID: S044733 - 6 STATUS: 00 ACTIVE STATUS DATE: 10/14/09
LLC NAME: Dewberry Consultants LLC

DATE OF FILING: 01/01/2000 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF FILING: VA VIRGINIA MERGER INDICATOR:

CONVERSION/DOMESTICATION INDICATOR:

P R I N C I P A L O F F I C E A D D R E S S

STREET: 8401 ARLINGTON BLVD

CITY: FAIRFAX STATE: VA ZIP: 22031-0000

R E G I S T E R E D A G E N T I N F O R M A T I O N

R/A NAME: CORPORATION SERVICE COMPANY

STREET: Bank of America Center, 16th Floor
1111 East Main Street

RTN MAIL:

CITY: RICHMOND STATE: VA ZIP: 23219-0000

R/A STATUS: 5 ENTITY AUTHORIZ EFF DATE: 04/29/11 LOC: 216 RICHMOND CITY

YEAR	FEES	PENALTY	INTEREST	BALANCE
17	50.00			

(Screen Id:/LLC_Data_Inquiry)

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Commonwealth of Virginia
State Corporation Commission



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09/18/17

13:37:41

CISM0180

CORPORATE DATA INQUIRY

CORP ID: 0492551 - 7 STATUS: 00 ACTIVE STATUS DATE: 12/01/08
CORP NAME: QUINN CONSULTING SERVICES INCORPORATED

DATE OF CERTIFICATE: 10/24/1997 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
MERGER IND: S SURVIVOR CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:
R/A NAME: JOHN H QUINN JR

STREET: 2208 S KNOLL ST

AR RTN MAIL:

CITY: ARLINGTON

STATE : VA ZIP: 22202-2134

R/A STATUS: 4 ATTORNEY

EFF. DATE: 10/24/97 LOC : 106

ACCEPTED AR#: 217 14 2844 DATE: 09/14/17

ARLINGTON COUNT

CURRENT AR#: 217 14 2844

DATE: 09/14/17 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEES	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
17	100.00				100.00	5,000

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CORPORATE DATA INQUIRY

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13:38:28

CORP ID: F128190 - 8 STATUS: 00 ACTIVE STATUS DATE: 01/30/97
CORP NAME: DIW GROUP, INC.

DATE OF CERTIFICATE: 01/30/1997 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF INCORPORATION: MD MARYLAND STOCK INDICATOR: S STOCK
MERGER IND: CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 2500.00 MON NO: MON STATUS: MONITOR DTE:
R/A NAME: C T CORPORATION SYSTEM

STREET: 4701 COX ROAD AR RTN MAIL:
SUITE 285

CITY: GLEN ALLEN STATE : VA ZIP: 23060-0000

R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 12/12/13 LOC : 143

ACCEPTED AR#: 217 01 2461 DATE: 12/05/16 HENRICO COUNTY

CURRENT AR#: 217 01 2461 DATE: 12/05/16 STATUS: A ASSESSMENT INDICATOR: 0

YEAR	FEE	PENALTY	INTEREST	TAXES	BALANCE	TOTAL SHARES
17	1,700.00					2,000,000

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09/18/17
13:39:12

CISM0180 CORPORATE DATA INQUIRY

CORP ID: 0516767 - 1 STATUS: 00 ACTIVE STATUS DATE: 02/25/99
CORP NAME: GeoConcepts Engineering, Inc.

DATE OF CERTIFICATE: 02/25/1999 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
MERGER IND: CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:
R/A NAME: VIVIAN LEWIS

STREET: GEOCONCEPTS ENGINEERING INC AR RTN MAIL:
19955 HIGHLAND VISTA DR #170
CITY: ASHBURN STATE : VA ZIP: 20147-0000
R/A STATUS: 2 OFFICER EFF. DATE: 11/24/04 LOC : 153
ACCEPTED AR#: 217 02 3803 DATE: 01/19/17 LOUDOUN COUNTY
CURRENT AR#: 217 02 3803 DATE: 01/19/17 STATUS: A ASSESSMENT INDICATOR: 0
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
17 100.00 5,000

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09/18/17
13:40:56

CISM0180 CORPORATE DATA INQUIRY

CORP ID: F113594 - 8 STATUS: 00 ACTIVE STATUS DATE: 03/14/01
CORP NAME: Quantum Spatial, Inc.

DATE OF CERTIFICATE: 02/09/2000 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF INCORPORATION: WI WISCONSIN STOCK INDICATOR: S STOCK
MERGER IND: S SURVIVOR CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 200.00 MON NO: MON STATUS: MONITOR DTE:
R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX ROAD, SUITE 285 AR RTN MAIL:

CITY: GLEN ALLEN STATE : VA ZIP: 23060-0000
R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 10/04/13 LOC : 143
ACCEPTED AR#: 217 03 2932 DATE: 02/03/17 HENRICO COUNTY
CURRENT AR#: 217 03 2932 DATE: 02/03/17 STATUS: A ASSESSMENT INDICATOR: 0
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
17 670.00 100,000

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13:41:35

CISM0180

CORPORATE DATA INQUIRY

CORP ID: 0216275 - 8 STATUS: 00 ACTIVE STATUS DATE: 11/15/85
CORP NAME: SO-DEEP, INC.

DATE OF CERTIFICATE: 04/07/1981 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
MERGER IND: CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 20.00 MON NO: MON STATUS: MONITOR DTE:
R/A NAME: C T CORPORATION SYSTEM

STREET: 4701 COX ROAD AR RTN MAIL:
STE. 285

CITY: GLEN ALLEN STATE : VA ZIP: 23060-0000

R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 01/05/17 LOC : 143
ACCEPTED AR#: 217 51 3844 DATE: 04/11/17 HENRICO COUNTY
CURRENT AR#: 217 51 3844 DATE: 04/11/17 STATUS: A ASSESSMENT INDICATOR: 0
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
17 130.00 10,000

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13:44:03

LLCM3220 LLC DATA INQUIRY

LLC ID: T024501 - 1 STATUS: 00 ACTIVE STATUS DATE: 04/13/04
LLC NAME: Clark Construction Group, LLC

DATE OF FILING: 04/13/2004 PERIOD OF DURATION: 99/99/9999 INDUSTRY CODE: 00
STATE OF FILING: MD MARYLAND MERGER INDICATOR: S SURVIVOR

CONVERSION/DOMESTICATION INDICATOR:

P R I N C I P A L O F F I C E A D D R E S S

STREET: 7500 OLD GEORGETOWN RD

CITY: BETHESDA STATE: MD ZIP: 20814-0000

R E G I S T E R E D A G E N T I N F O R M A T I O N

R/A NAME: CT CORPORATION SYSTEM

STREET: 4701 COX ROAD, SUITE 285

RTN MAIL:

CITY: GLEN ALLEN STATE: VA ZIP: 23060-0000

R/A STATUS: 5 ENTITY AUTHORIZ EFF DATE: 10/04/13 LOC: 143 HENRICO COUNTY

YEAR	FEES	PENALTY	INTEREST	BALANCE
17	50.00			

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CORPORATE DATA INQUIRY

09/18/17

13:50:01

CORP ID: F130410 - 6 STATUS: 00 ACTIVE STATUS DATE: 09/04/15
CORP NAME: DIVERSIFIED PROPERTY SERVICES OF VIRGINIA, INC.
(USED IN VA BY: DIVERSIFIED PROPERTY SERVICES, INC)

DATE OF CERTIFICATE: 08/05/1997 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF INCORPORATION: MD MARYLAND STOCK INDICATOR: S STOCK
MERGER IND: CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 50.00 MON NO: MON STATUS: MONITOR DTE:
R/A NAME: BRENDAN R HANTZES

STREET: 3771 VERMACCHIA DR AR RTN MAIL:

CITY: CHANTILLY STATE : VA ZIP: 20151-0000
R/A STATUS: 2 OFFICER EFF. DATE: 08/09/02 LOC : 129
ACCEPTED AR#: 217 12 6745 DATE: 08/11/17 FAIRFAX COUNTY
CURRENT AR#: 217 12 6745 DATE: 08/11/17 STATUS: A ASSESSMENT INDICATOR: 0
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
17 100.00 5,000

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CORPORATE DATA INQUIRY

09/18/17

13:42:17

CORP ID: 0243891 - 9 STATUS: 00 ACTIVE STATUS DATE: 08/09/16
CORP NAME: OLD DOMINION SETTLEMENTS, INC.

DATE OF CERTIFICATE: 07/08/1983 PERIOD OF DURATION: INDUSTRY CODE: 35
STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
MERGER IND: CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: MON NO: MON STATUS: MONITOR DTE:
R/A NAME: RONALD H. LAZARUS

STREET: 7010 LITTLE RIVER TURNPIKE, SUITE 240 AR RTN MAIL:

CITY: ANNANDALE STATE : VA ZIP: 22003-0000
R/A STATUS: 4 ATTORNEY EFF. DATE: 09/05/95 LOC : 129
ACCEPTED AR#: 217 09 6439 DATE: 06/09/17 FAIRFAX COUNTY
CURRENT AR#: 217 09 6439 DATE: 06/09/17 STATUS: A ASSESSMENT INDICATOR: 0
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
17 220.00 25,000

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09/18/17

13:46:22

CISM0180

CORPORATE DATA INQUIRY

CORP ID: 0448198 - 2 STATUS: 00 ACTIVE STATUS DATE: 08/04/16
CORP NAME: BOWMAN CONSULTING GROUP, LTD.

DATE OF CERTIFICATE: 06/07/1995 PERIOD OF DURATION: INDUSTRY CODE: 00
STATE OF INCORPORATION: VA VIRGINIA STOCK INDICATOR: S STOCK
MERGER IND: CONVERSION/DOMESTICATION IND:
GOOD STANDING IND: Y MONITOR INDICATOR:
CHARTER FEE: 700.00 MON NO: MON STATUS: MONITOR DTE:
R/A NAME: CORPORATION SERVICE COMPANY

STREET: BANK OF AMERICA CENTER, 16TH FLOOR AR RTN MAIL:
1111 E. MAIN STREET
CITY: RICHMOND STATE : VA ZIP: 23219-0000
R/A STATUS: 5 B.E. AUTH IN VI EFF. DATE: 08/17/16 LOC : 216
ACCEPTED AR#: 217 08 5960 DATE: 05/22/17 RICHMOND CITY
CURRENT AR#: 217 08 5960 DATE: 05/22/17 STATUS: A ASSESSMENT INDICATOR: 0
YEAR FEES PENALTY INTEREST TAXES BALANCE TOTAL SHARES
17 1,700.00 360,000

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14:06:11

LLCM3220 LLC DATA INQUIRY

LLC ID: S076750 - 1 STATUS: 00 ACTIVE STATUS DATE: 06/03/14
LLC NAME: CARTERET Title L.L.C.

DATE OF FILING: 04/22/2002 PERIOD OF DURATION: INDUSTRY CODE: 35

STATE OF FILING: VA VIRGINIA MERGER INDICATOR:

CONVERSION/DOMESTICATION INDICATOR:

P R I N C I P A L O F F I C E A D D R E S S

STREET: 2321 BRECKENRIDGE COURT

CITY: HARRISONBURG STATE: VA ZIP: 22801-0000

R E G I S T E R E D A G E N T I N F O R M A T I O N

R/A NAME: TONY BROWN

STREET: 4935 PLEASANT AVE

RTN MAIL:

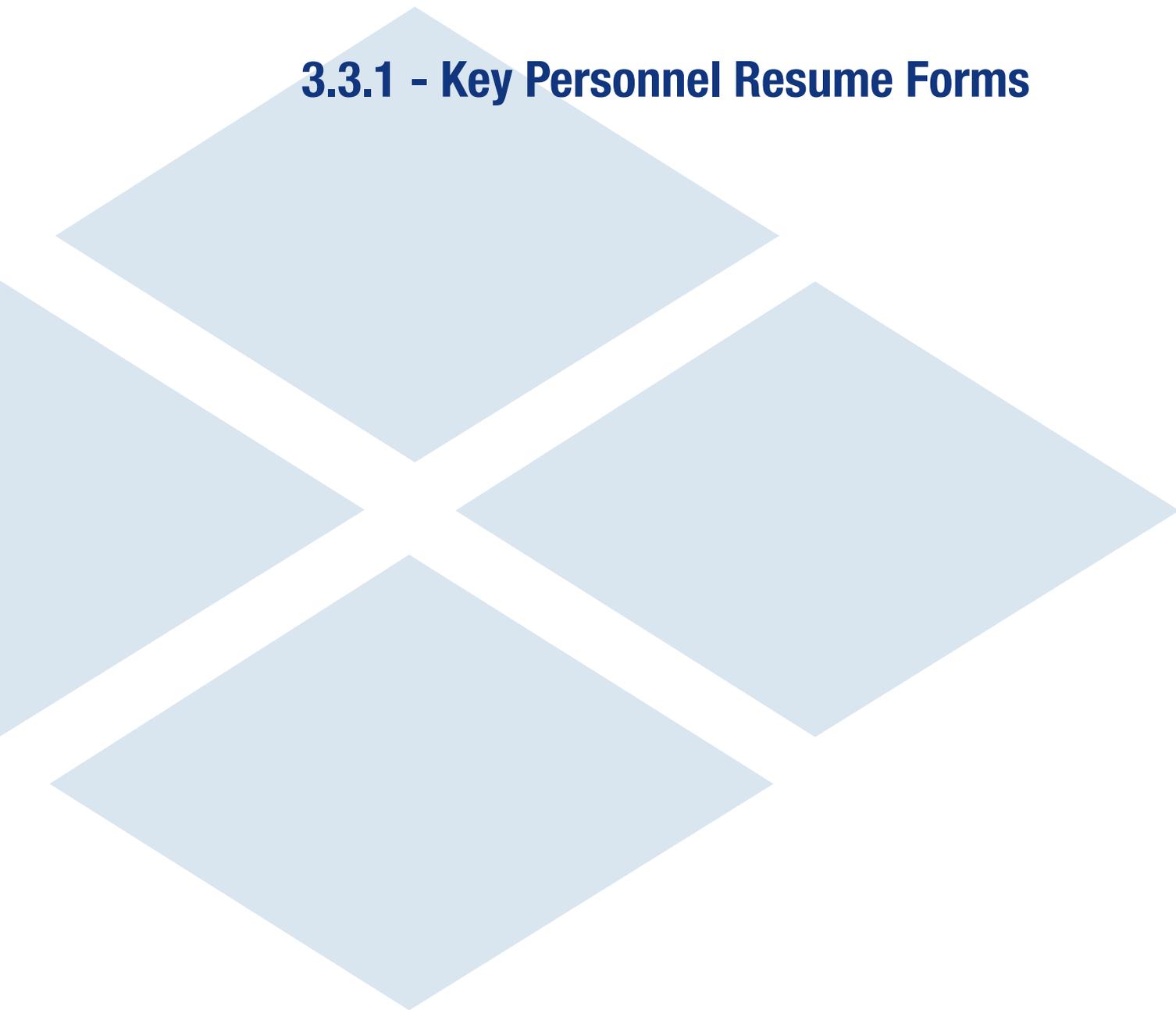
CITY: HARRISONBURG STATE: VA ZIP: 22801-0000

R/A STATUS: 1 MEMBER/MANAGER EFF DATE: 06/17/14 LOC: 182 ROCKINGHAM COUN

YEAR	FEES	PENALTY	INTEREST	BALANCE
17	50.00			

(Screen Id:/LLC_Data_Inquiry)

3.3.1 - Key Personnel Resume Forms



ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Jeffrey S. Austin, PE, DBIA, Vice President
b. Project Assignment: Design-Build Project Manager
c. Name of all Firms with which you are employed at the time of submitting SOQ. In addition, please denote the type of employment (Full Time/Part Time): Shirley Contracting Company, LLC - (Full Time)
d. Employment History: With this Firm 17 Years With Other Firms 8 Years Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below): Shirley Contracting Company, LLC Contract Manager, September 2004 to July 2011; Vice President, July 2011 to Present Responsible for providing oversight and monitoring of all stages of the design-build project life cycle; coordination with internal and external stakeholders; ensures project delivery in accordance with the project schedule; works closely with owner's representatives, designers, construction staff and quality teams. <ul style="list-style-type: none"> ▪ Route 772 Transit Connector Bridge, (\$16.6M), 5/2016 to 12/2018 - Design-Build Project Manager ▪ Route 659-Reconstruct to 4-Lanes Design-Build (\$45.6M) - 10/2015 to 12/2018 - Design-Build Project Manager ▪ Route 606 Reconstruction & Widening Design-Build (\$94M) - 6/2014 to 8/2018 - Design-Build Project Manager ▪ Route 28 Corridor Improvements Design-Build (\$446.7M) - 9/2004 to 7/2018 - Design-Build Project Manager ▪ Gloucester Parkway Extension Design-Build (\$26M) - 3/2014 to 8/2016 - Design-Build Project Manager ▪ I-66 Widening Design-Build (\$56.1M) - 9/2013 to 8/2016 - Design-Build Project Manager ▪ Route 7 Westbound Truck Climbing Lane Design-Build (\$28M) - 11/2013 to 12/2015 - Design-Build Project Manager ▪ I-64-Exit 91 Interchange Improvements Design-Build (\$20.4M) - 10/2012 to 12/2015 - Design-Build Project Manager ▪ Route 50 Widening Design-Build (\$77.3M) - 3/2011 to 12/2015 - Design-Build Project Manager ▪ Route 27/244 Interchange Modifications Design-Build (\$32.5M) - 9/2011 to 11/2015 - Design-Build Project Manager ▪ University Boulevard Extension PPTA Design-Build (\$30.7M) - 3/2011 to 12/2013 - Design-Build Project Manager ▪ Pacific Boulevard Extension Design-Build (\$5.9M) - 7/2011 to 7/2013 - Design-Build Project Manager ▪ Pacific Boulevard Design-Build (\$19.2M) - 7/2008 to 8/2010 - Design-Build Project Manager ▪ Battlefield Parkway Design-Build (\$26.9M) - 7/2007 to 11/2009 - Design-Build Project Manager ▪ Dulles Greenway Capital Improvements Design-Build (\$71M) - 5/2005 to 12/2007 - Design-Build Project Manager Senior Project Manager, October 2000 to September 2004 Responsible for daily management of large construction projects, including project budgeting, project cost controls, project CPM scheduling, schedule updates, owner requisitions, public relations and subcontractor management. <ul style="list-style-type: none"> ▪ Springfield Interchange Phase IV, (\$140M) - 10/2000 to 9/2004 - Responsible for managing construction
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Polytechnic Institute and State University/Blacksburg, VA/B.S./1992/Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 1999/Professional Engineer/0402 033555, 2015/DBIA Design Build Professional Certification
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"> 1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> (List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)

1. Route 50 Widening Design-Build - Fairfax & Loudoun Counties, Virginia

Shirley Contracting Company, LLC, Design-Build Project Manager (3/2011 – 12/2015)

Role/Responsibilities: Jeff was the Design-Build Project Manager overseeing the \$77.3 million design-build project. Jeff was responsible for management and direction of the discipline managers for the overall design-build process including design, environmental permitting, utility relocations, right-of-way acquisition, quality assurance & quality control, and construction. Jeff was responsible for communication and coordination with VDOT, Fairfax and Loudoun County Departments of Transportation, MWAA, permitting agencies, impacted property owners, and other stakeholders on the Project. The Route 50 Widening Project was similar in scope and complexity to the Route 7 Corridor Improvements Project as it required the widening of an existing four lane roadway to six lanes within a tight corridor with right-of-way and utility impacts on both sides of the road and heavy traffic volumes. Jeff was instrumental in developing a sequence of construction and CPM schedule that minimized the risk of right-of-way and utility delays impacting construction. This sequence and schedule was instrumental in the success of the project providing the maximum time to acquire more than 60 right-of-way parcels and relocate thirteen different utilities, including Verizon, Comcast, Cox Communications, Level 3 Communications, Fiber Light, AT&T Local, Zayo Communications, Qwest Communications, MCI Communications, Dominion Power, Washington Gas, Loudoun Water and Fairfax Water. Jeff took the lead in negotiating with Washington Gas in obtaining an agreement to construct a portion of the gas main relocation as in-plan work. This agreement allowed the Design-builder to hire a subcontractor to perform the gas relocation and provided the DB Team better control over the gas relocation schedule. As DBPM, Jeff worked closely with VDOT and Fairfax County to renegotiate a tri-party agreement between Fairfax County, VDOT and a private developer that added turn lanes and an additional WB lane in a half mile section of the project while securing the dedication of right-of-way needed for the project along this section. Jeff and the Team's Construction Manager both took active roles in the Project's public relations efforts, holding Pardon our Dust Meetings, and attending Town Hall Meetings set up by the local Board of Supervisor to provide project updates and address community concerns.

2. I-66 Widening Design-Build – Prince William County, Virginia

Shirley Contracting Company, LLC, Design-Build Project Manager (9/2013 – 8/2016)

Role/Responsibilities: Jeff was the Design-Build Project Manager overseeing the \$56.1 million design-build project. Jeff was responsible for management and direction of the discipline managers for the overall design-build process including design, environmental permitting, utility relocations, right-of-way acquisition, quality assurance & quality control, and construction. Jeff was responsible for communication and coordination with VDOT, the Town of Haymarket, permitting agencies, impacted property owners, and other stakeholders on the Project. This included intense coordination with adjacent VDOT projects to schedule operations and integrate areas of overlapping design to ensure that the two projects could be constructed safely and efficiently. The scope of the Project included the widening of Interstate 66 (“I-66”) from a four-lane divided freeway, to an 8-lane divided freeway. This project adds one high occupancy vehicle (HOV) and one general purpose lane to Interstate 66 in each direction between Route 15 and Route 29 in Prince William County, bringing I-66 to a total of 4-lanes in each direction through this area. The project also includes 12’ paved shoulders, storm drainage, storm water management facilities, Intelligent Transportation System (ITS) components for managing traffic volumes, improving flow and enhanced incident response; overhead sign structures; utility relocations; and the reconstruction of two overpasses (Catharpin Road and Old Carolina Road) to include two lanes and shared-use paths. Similar to the Route 7 Corridor Improvements project, this project included extensive noise mitigation with over 250,000 sf of noise barriers lining both sides of I-66 through the project limits.

3. Route 28 Corridor Improvements Project - Fairfax and Loudoun Counties, Virginia

Shirley Contracting Company, LLC, Design-Build Project Manager (9/2004 – 7/2018)

Role/Responsibilities: Jeff led the Shirley/Dewberry Team's efforts through the successful completion of many components of the Route 28 PPTA program that total more than \$446.7 million. He is responsible for leading the Team through all phases of the Design-Build process including design, environmental permitting, right-of-way acquisition, utility relocations, public outreach, construction, and quality control and assurance. Jeff is the primary point of contact for our Team coordinating the design and construction with VDOT, MWAA, NVRPA, local landowners, developers, and the Fairfax and Loudoun County Departments of Transportation and Boards of Supervisors. The project included many characteristics that are similar to the Route 7 Corridor Improvements project including the widening of Centreville Road, a two mile widening with more than 50 residential and commercial property impacts and extensive utility conflicts along both sides of the existing roadway. On the project, Jeff led an extensive public outreach program including maintenance of a project website, numerous public hearings and citizen information meetings, groundbreaking and ribbon cutting ceremonies for each component project and distribution of notices for project updates and notification of traffic changes.

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

- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. **Not applicable for this position**

ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Kaushik Vyas, P.E., DBIA, Quality Assurance Manager
b. Project Assignment: Quality Assurance Manager (QAM)
c. Name of all Firms with which you are employed at the time of submitting SOQ. In addition, please denote the type of employment (Full Time/ Part Time): Quinn Consulting Services, Inc. – (Full-Time)
d. Employment History: With this Firm 7 Years With Other Firms 31 Years Please list chronologically (most recent first) your employment history, position, general responsibilities, and duration of employment for the last fifteen (15) years. (NOTE: If you have less than 15 years of employment history, please list the history for those years you have worked. Project specific experience shall be included in Section (g) below): Quinn Consulting Services, Inc., Quality Assurance Manager, March 2010 to Present As Quality Assurance Manager was responsible for supervision of Quality Assurance inspection staff and responsibility for material record documentation as required for payment application approval. Responsible also for Quality Assurance and oversight of the construction operations including the QA testing technicians; review of test reports, daily reports, safety reports, and environmental reports; certified to VDOT whether the materials and work complied with the Contract Documents. <ul style="list-style-type: none"> ▪ Route 659 Reconstruct to 4-Lanes Design-Build Project (\$45.6M) 9/2016 To 12/2018-QAM ▪ Interstate 66/Route 15 Interchange Reconstruction Design-Build Project (\$36M), 6/2014 to 8/2017 - QAM ▪ Fall Hill Avenue Widening Design-Build Project (\$31M), 5/2014 to 12/2015 - QAM ▪ Gloucester Parkway Extension Design-Build Project (\$26.3M), 3/2014 to 8/2016 - QAM ▪ Route 7 Westbound Truck Climbing Land Design-Build Project (\$28M), 9/2014 to 12/2015 - QAM ▪ Sycolin Road Overpass Design-Build Project (\$12M), 5/2013 to 8/2014- QAM ▪ I-64 Exit 91 Interchange Design-Build Project (\$21M), 8/2013 to 12/2015 - QAM ▪ I-495 HOT Lanes Design-Build PPTA Project (\$2B), 03/2010 to 03/2013 – Area Resident Engineer (Q/C) TRC, formally Site-Blauvelt, Transportation Engineer Transportation Engineer, April 2001 to March 2010 Responsibilities included ensuring construction work on projects was performed as per Project Plans and Specifications, ensuring adequate materials testing was performed, materials documentation was in order, and pay items were verified. <ul style="list-style-type: none"> ▪ Route 15 Widening Design-Build, 11/2007 to 2/2010 – Owner’s (PWC) Representative ▪ Linton Hall Road Widening, 11/2007 to 02/2010 - Owner’s (PWC) Representative ▪ Springs Road Improvements, 6/2006 to 10/2007 - Owner’s (PWC) Representative ▪ Route 895 PPTA Design-Build, 4/2001 to 10/2002 – Quality Control Manager
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Gujarat University, Ahmedabad, India / BS / 1983 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: Professional Engineer VA / 2004 / 0402 039004
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"> 1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> (List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)
1. Route 659 Reconstruct to 4-Lanes, VDOT Design-Build, Loudoun County, Virginia Quinn Consulting Services, Inc., Quality Assurance Manager (September 2016 - December 2018) Role/Responsibilities: Kaushik serves as Quality Assurance Manager (QAM) for this \$45.6 million project located along Route 659 (Belmont Ridge Road) in Loudoun County, VA between Route 642 (Hay Road) and Route 2150 (Gloucester Parkway). The total Project length is approximately 1.9-miles. The purpose of this Project is to address current and future traffic volume needs along the corridor by widening the existing two-lane roadway to a four-lane median divided facility. A grade-separation is being constructed at the Washington & Old Dominion (W&OD) Trail and shared use paths will be

provided on both sides of Route 659 (Belmont Ridge Road) with direct connections to the W&OD Trail. His responsibilities includes conducting preparatory inspection meetings prior to the start of new activity; providing oversight and directing the independent quality assurance testing and inspections; reviewing Pay Applications and comparing the QA and QC tests to ensure that they are within the tolerances established by VDOT's Minimum QA/QC Requirements Manual. In addition, he oversees QA inspection staff and monitored the QC staff for compliance with the project specific QA/QC Plan.

**2. I-66 Route 15 Diverging Diamond Interchange, VDOT Design-Build, Haymarket, Virginia
Quinn Consulting Services, Inc., Quality Assurance Manager (March 2015 - August 2017)**

Role/Responsibilities: Kaushik was the Quality Assurance Manager (QAM) for this \$36 million project to build a diverging-diamond interchange (DDI) on U.S.15 at I-66 to relieve congestion, enhance public safety, operations and capacity, and accommodate forecasted traffic demand in the area. As part of this diverging-diamond interchange, the project included constructing two new bridges to carry U.S. 15 traffic over I-66 with two crossover intersections; ramp improvements (including a spur ramp to ease traffic flow from westbound I-66 to northbound U.S. 15 to westbound Heathcote Boulevard); improvements on U.S. 15 from just north of the railroad tracks to just south of Heathcote Boulevard; wider intersections on U.S. 15 at Heathcote Boulevard and Route 55, adding turn lanes to both; and a 10-foot-wide shared-use path on the east side of U.S. 15 for pedestrians and bicyclists. His responsibilities included conducting preparatory inspection meetings prior to the start of each new activity; providing oversight and directing the independent quality assurance testing and inspections; reviewing Pay Applications and comparing the QA and QC tests to ensure that they are within the tolerances established by VDOT's Minimum QA/QC Requirements Manual. He also developed and resolved project Non-compliance reports (NCR's) and deficiencies and maintained the project punch list.

**3. Gloucester Parkway Extension, VDOT Design Build, Loudoun County, Virginia
Quinn Consulting Services, Inc., Quality Assurance Manager (November 2014 - September 2016)**

Role/Responsibilities: This \$26.3 million project extended Gloucester Parkway from the Loudoun County Parkway to the intersection of Pacific Boulevard and Nokes Boulevard. The project consisted of the design and construction of a four-lane divided highway, a new bridge over Broad Run, intersection improvements at Loudoun County Parkway (Route 607) and Pacific Boulevard (Route 1036), and trail and sidewalk improvements. As the Quality Assurance Manager (QAM), Kaushik coordinated with QA/QC teams to execute the work according to the approved plans & VDOT Specifications. His responsibilities included checking test reports, daily reports, MOT reports, and environmental reports. Kaushik was also responsible for the Quality Assurance of the construction operations, including the supervision of the QA testing technicians; and he determined and certified to VDOT whether the materials and work complied with the Contract Documents. In addition, conducted preparatory inspection meetings prior to the start of any new activity; reviewed pay applications, provided oversight and directing the independent quality assurance testing and inspections; compared the QA and QC tests to ensure that they are within the tolerances established by VDOT's Minimum QA/QC Requirements Manual. In addition, Kaushik worked closely with both VDOT and Design-Build Contractor to resolve Non-Compliance issues and to prevent repeat occurrences.

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

- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. **Kaushik is currently assigned as the QAM for the VDOT Route 659 Reconstruct to 4-Lanes Project that is scheduled to be substantially complete by December 2018, prior to the expected start of construction on this Project.**

ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Steven Kuntz, PE, DBIA, Associate Vice President
b. Project Assignment: Design Manager (DM)
c. Name of all Firms with which you are employed at the time of submitting SOQs. In addition, please denote the type of employment (Full time/Part time): Dewberry Consultants LLC – (Full Time)
d. Employment History: With this Firm 18 Years With Other Firms 0 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): Dewberry Consultants LLC Roadway Design Engineer, Project Engineer, 1999 - 2004 Project Manager/Design Manager, 2004 - Present General responsibilities include management of roadway design group in Dewberry’s Fairfax office and oversight of numerous design-build and design-bid-build projects. Project responsibilities include signing and sealing plans for right-of-way acquisition and construction; management of design sub-consultants; internal coordination between the roadway, structural, stormwater management/water resources, and environmental groups; implementation and monitoring of design QA/QC process; and coordination with construction and QA/QC staff. Serves as single point of contact between client and DBPM, and oversees construction support services provided by engineering staff. <ul style="list-style-type: none"> ▪ I-95/Route 630 Interchange Design-Build (\$100M), 11/2016 to 9/2017 (Design) – Design Manager & Responsible Charge Engineer ▪ Route 772 Transit Connector Bridge Design-Build (\$16.6M), 4/2016 to 6/2017 – Design Manager ▪ Route 659 Reconstruct to 4-Lanes Design-Build (\$45.6M), 10/2015 to 4/2016 (Design) – Design Manager ▪ I-64 Capacity Improvements–Segment I Design-Build (\$103.5M), 3/2015 to 1/2016 (Design) – Design Manager ▪ Route 606 Reconstruction & Widening Design-Build (\$94M), 6/2014 to 6/2015 (Design) – Roadway Design Engineer ▪ Gloucester Parkway Extension Design-Build (\$26M), 3/2014 to 11/2014 (design) – Design Manager ▪ Route 7–WB Truck Climbing Lane Design-Build (\$28M), 11/2013 to 12/2015 - Roadway Design Engineer ▪ Interstate 66 Widening Design-Build (\$56.1M), 9/2013 to 8/2016 – Roadway Design Engineer ▪ Route 29 Bridge over Little Rocky Run Design-Build (\$11.4M), 6/2013 to 10/2015 – Design Manager ▪ Sycolin Road Overpass Design-Build (\$11.8M), 12/2012 to 8/2014 – Design Manager ▪ Route 27/244 Interchange Modification Design-Build (\$32.5M), 7/2011 to 8/2015 – Roadway Design Engineer ▪ Pacific Boulevard Extension Design-Build (\$5.9M), 7/2011 to 8/2013 – Design Manager ▪ Route 50 Widening Design-Build (\$77.3M), 2/2011 to 12/2015 – Roadway Design Engineer ▪ Waxpool Road/LCP Intersection Improvements Design-Build (\$1.4M), 2/2010 to 10/2010–Design Manager ▪ Fairfax County Parkway Phase III Design-Build (\$28M), 10/2009 to 12/2012 – Design Manager ▪ InterCounty Connector–Contract C Design-Build (\$528.6M), 6/2007 to 11/2011 – I-95 Interchange (“Area E”) Design Manager ▪ Route 7/659 Interchange (\$45M), 2/2008 to 12/2014 (Design) – Project Manager ▪ Battlefield Parkway Design-Build Project (\$26.9M), 7/2007 to 9/2009 – Roadway Design Engineer ▪ Dulles Greenway Capital Improvements Design-Build (\$71M), 5/2005 to 9/2007 – Design Manager ▪ Route 28 Corridor Improvements Design-Build (\$446.7M), 9/2002 to 6/2015 (Design) – Design Manager ▪ Interstate 66 Improvements (\$215M), 6/1999 to 11/2011 (Design) – Project Manager
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Virginia Polytechnic Institute & State University, Blacksburg, VA / BS / 1999 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 2004 / Professional Engineer / Virginia #0402 039440, 2008 / Professional Engineer / Maryland #36172, 2010 / Design Build Institute of America (DBIA)
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"> 1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i>

(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)

**1. I-64 Capacity Improvements, Segment I Design-Build – City of Newport News, Virginia
Dewberry Consultants LLC, Design Manager (March 2015 – February 2016 (Design))**

Role/Responsibilities: This \$103.5 million design-build project is currently widening I-64 from 4 to 6-lanes for approximately 6-miles through the City of Newport News. As Design Manager, Steve oversaw all elements of design and ensured that roadway, structures, and stormwater management elements were coordinated. Steve led the design effort to incorporate shoulder strengthening through the eastern portion of the project to facilitate future use as a “managed” lane in an effort to provide additional congestion relief in peak periods. Steve also coordinated directly with sub-consultant activities for mapping, utility designations, geotechnical investigations, and noise analysis, and developed the public outreach information and graphics for the noise barrier public coordination and voting process for over 2 miles of new noise barriers. Now under construction, Steve continues to attend monthly progress meetings with the contractor and VDOT, and oversees the design support efforts for review of shop drawings and responses to RFIs and construction questions. Although the I-64 Capacity Improvements – Segment I project consisted of an interstate widening, the scope of work was very similar to that of the Route 7 Corridor Improvements including maintenance of traffic for over 100,000 vehicles per day, installation of more than 2 miles of noise barriers immediately adjacent to private residences, pavement reconstruction, and median drainage improvements.

2. Interstate 66 Improvements – Prince William County, Virginia

Dewberry Consultants LLC, Project Engineer (July 1999 – July 2004); Design Manager (July 2004 – November 2011)

Role/Responsibilities: Steve was responsible for design and coordination of more than \$200 million of construction improvements along I-66, leading the design of phased improvements to widen I-66 from 4-lanes to 8-lanes between Manassas and Gainesville, reconfigure the I-66/Route 29 Interchange in Gainesville, complete a new overpass of I-66 on new alignment, and construct a single point urban interchange (SPUI) and railroad grade separation at Route 29 and Linton Hall Road. He was responsible for all elements of roadway design including horizontal and vertical geometry, drainage design, and maintenance of traffic and detour designs in preparation for phased right-of-way acquisition and construction advertisements. Steve participated in the public hearings, citizen information meetings, and meetings with individual property owners, residential, and retail developments. He coordinated the roadway designs with bridge plans, lighting and electrical plans, stormwater management plans, and landscaping plans. This project widened I-66 from 4- to 8-lanes including an HOV lane in each direction. Due to construction budget constraints, construction plans were separated into multiple packages to allow construction to be completed as funding was identified. Steve helped develop advance right-of-way acquisition plans for phased acquisition of right-of-way and easements from more than 60 properties for the final phase of construction (I-66/Route 29/Linton Hall Interchange) and also oversaw completion of phased utility relocation and construction plans for the same phase.

3. InterCounty Connector – Contract C Design-Build – Prince George’s & Montgomery Counties, Maryland

Dewberry Consultants LLC, ICC/I-95 Interchange (“Area E”) Design Manager (June 2007 – November 2011)

Role/Responsibilities: Steve was responsible for design oversight of the ICC/I-95 Interchange (identified as “Area E”) portion of this \$528.6 million design-build project which constructed a new 6-lane facility between Maryland Route 29 and I-95 including new interchanges at I-95, Briggs Chaney Road, and Route 29. Steve coordinated directly with the design leaders of the other two segments of the project and was responsible for coordination and oversight of sub-consultants for the entire project. Steve developed the conceptual geometry for the I-95 Interchange, including the widening of I-95 for approximately 2 miles to incorporate new collector-distributor (CD) roads which linked to the adjacent I-95 interchanges at Maryland Route 212 and Route 198. Steve oversaw all final design activities for final geometric plan development and roadway drainage design, and led the coordination efforts with other design disciplines including stormwater management, structural, environmental, lighting and electrical, and traffic engineering.

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

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. **Not applicable for this position.**

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Ricky Meyer, Senior Project Manager
b. Project Assignment: Construction Manager
c. Name of all Firms with which you are employed at the time of submitting SOQ. In addition, please denote the type of employment (Full time/Part time): Shirley Contracting Company, LLC – (Full Time)
d. Employment History: With this Firm 15 Years With Other Firms 12 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): Shirley Contracting Company, LLC Construction Manager/Contract Manager/Senior Project Manager, December 2001 to Present General responsibilities included coordination with project design team, constructability reviews of design drawings; management of all aspects of daily field construction activities including manpower, equipment, and materials; purchasing, managing cost control activities, subcontractor coordination and management; oversight of construction activities to ensure quality and compliance with contract specifications. <ul style="list-style-type: none">▪ Route 659-Reconstruct to 4-Lanes Design-Build (\$45.6M), 10/2016 to 12/2018 – Construction Manager▪ Route 28 Hot Spots Widening Project (\$36M), 9/2015 to 8/2017 - Contract Manager▪ Gloucester Parkway Design-Build Project (\$26M), 3/2014 to 8/2016 - Senior Project Manager▪ Pacific Boulevard Extension II Design-Build Project (\$19.3M), 1/2014 to 9/2016 - Senior Project Manager▪ Route 50 Widening Design-Build (\$77M), 3/2011 to 12/2015 - Construction Manager▪ Route 7 Westbound Truck Climbing Lane Design-Build (\$28M), 11/2013 to 12/2015 – Senior Project Manager▪ Loudoun Water Project Design-Build (\$7.1M), 5/2013 to 6/2015 – Senior Project Manager▪ Route 28 Bridge Widening Project Design-Build (\$5.4M), 7/2013 to 7/2015 – Senior Project Manager▪ Dulles Discovery Project (\$5.8M) 8/2013 to 6/2014 – Senior Project Manager▪ Washington Headquarters Services, BRAC 133 Design-Build Project (\$167M), 12/2008 to 8/2011 - Construction Manager▪ Battlefield Parkway Design-Build Project (\$26.9M), 7/2007 to 12/2008 - Construction Manager▪ Dulles Greenway Capital Improvements Program (\$71M), 3/2005 to 12/2007 - Construction Manager▪ Route 606 Interchange Project (\$16M), 1/2004 to 6/2005 - Construction Manager▪ Potomac Yard Offsite Sanitary Trunk Sewer Project (\$10M), 3/2002 to 12/2004 - Senior Project Manager
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: Rose-Hulman Institute of Technology, Terre Haute, IN/BS/1989/Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: 2011 / Erosion and Sediment Control Contractors Certification ESCCC #3-00298 2011 / Registered Land Disturber / RLD00455
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none">1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i>2. <i>Note whether experience is with current firm or with other firm.</i>3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <p>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</p>

**1. Route 50 Widening Design-Build Project - Fairfax and Loudoun Counties, Virginia
Shirley Contracting Company, LLC, Construction Manager (March 2011 – December 2015)**

Role/Responsibilities: Ricky was responsible for managing the construction of this \$77.3M design-build project, which included 3-miles of temporary detour, and permanent construction. This project included new construction of a 3-mile six-lane roadway extending from the intersection of Route 50 and Poland Road east to the interchange of Route 50 and Route 28 Sully Road. Ricky assisted with managing the utility relocations and right-of-way acquisitions and integrated these activities with the construction activities. He managed subcontractors and self-perform work, scheduled crews, ordered materials, verified quality control, and generated and analyzed monthly job cost status reports. Ricky was also involved with estimating and negotiating owner change order work, as well as preparing monthly owner reports and payment applications. He was actively involved in public relations, preparing and distributing notices for lane closures and major traffic shifts as well as developing and presenting power point presentations at public meetings which included the local residents as well as Supervisor Letourneau. He assisted VDOT in responding to any concerns or issues brought up by the local residents or Supervisor Letourneau. Ricky helped to manage and schedule QA and QC inspections by preparing two-week look ahead schedules and holding bi-weekly construction progress meetings with VDOT and the inspection staff. He also managed the CPM Schedule and prepared monthly schedule updates and narratives for submission to VDOT.

**2. Washington Headquarters Services, BRAC – 133 Design-Build Project - Arlington, Virginia
Shirley Contracting Company, LLC, Construction Manager (December 2008 – August 2011)**

Role/Responsibilities: Ricky was responsible for overall construction management and oversight of this \$167 million design-build project, which included extensive sitework on the 16-acre site, two parking garages, a transportation center, a visitor access control center, and a remote inspection facility. The sitework scope of work included all new utilities and the relocation of the existing conflicted utilities including storm sewer, sanitary sewer, water, electric, gas, communications and fiber optic. Scope also included design and construction of roadway pavement, mass excavation, sheeting and shoring, retaining walls, and all site security measures for the federally protected secure facility. He coordinated the Quality Control Program, prepared and updated the Project CPM and daily work schedules, managed the budget, prepared the monthly requisition, and handled all subcontractor/supplier scoping and purchasing. In addition, Ricky performed constructability reviews in conjunction with the design team.

**3. Dulles Greenway Capital Improvements Design-Build Program - Loudoun County, Virginia
Shirley Contracting Company, LLC, Construction Manager (March 2005 – December 2007)**

Role/Responsibilities: Ricky was responsible for construction management and oversight of this \$71 million design-build project, which included widening the mainline roadway from four to six-lanes, expansion of the mainline toll plaza, improvements to the existing Greenway interchanges at Route 606 and Route 772, and new interchanges at Routes 653 and 654. During the design phase he completed constructability reviews to confirm plan details were appropriate for planned construction means and methods and that any construction issues were identified early in the design phase. Ricky was responsible for Quality Control of erosion and sediment controls, maintenance of traffic, and environmental permitting to ensure that construction activities were in compliance with the plans, specifications, and regulatory requirements. He coordinated with and scheduled a team of Quality Control inspectors to arrange inspection coverage of all construction materials and construction activities; and monitored and updated the construction portion of the CPM Schedule to ensure on-time completion of the project. The design-build team was able to complete the design, permitting, utility relocations, and construction of this added project in just 16 months and to complete the entire project by the original completion date of December 2007. In recognition of the success of this project, he was part of the design-build team that received the Design-Build Institute of America 2008 Regional Design-Build Excellence Award.

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

- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. **Ricky is currently assigned as the Construction Manager for the VDOT Route 659 Reconstruct to 4-Lanes Project that is scheduled to be substantially complete by December 2018, prior to the expected start of construction on this Project.**

ATTACHMENT 3.3.1

KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Todd Kief, Utility Coordinator/Contract Manager
b. Project Assignment: Utility Coordination Manager
c. Name of all Firms with which you are employed at the time of submitting SOQ. In addition, please denote the type of employment (Full Time/ Part Time): Shirley Contracting Company, LLC – Full Time
d. Employment History: With this Firm 16 Years With Other Firms 16 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): Shirley Contracting Company LLC – June 2001 to Present Responsible for managing utility relocation efforts on design-build projects. Integrates the design with existing utilities to determine conflicts; coordinates with utility companies for their design, cost estimates, easement needs, prior rights, and relocation construction; scheduling and overseeing all relocations. Also coordinates closely with design, permitting, ROW, safety, construction, and QA/QC disciplines. <ul style="list-style-type: none">▪ Route 606 Reconstruction & Widening Design-Build (\$94M) - 6/2014 to 8/2018 – Utility Manager▪ Route 7 Westbound Truck Climbing Lane Design-Build (\$28M) - 11/2013 to 12/2015 – Utility Manager▪ Sycolin Road Overpass Design-Build (\$11.8M), 12/2012 to 8/2014 – Utility Manager▪ Route 29 Bridge over Little Rocky Run Design-Build (\$11.4M), 6/2013 to 10/2015 – Utility Manager▪ Route 27/244 Interchange Modifications Design-Build (\$32.5M) - 9/2011 to 11/2015 – Utility Manager▪ Gloucester Parkway Extension Design-Build (\$26M) - 3/2014 to 8/2016 – Utility Manager▪ Pacific Boulevard Extension Design-Build (\$5.9M), 7/2011 to 7/2013 - Utility Manager▪ Route 50 Widening (\$77.3M), 3/2011 to 12/2015 - Utility Manager▪ University Boulevard Extension PPTA Design-Build (\$30.7M), 3/2011 to 12/2013 - Utility Manager▪ Waxpool Road/Loudoun County Parkway Intersection Improvements (\$1.4M), 2/2010 to 10/2010 – Utility Manager▪ Fairfax County Parkway Phase III (\$28M), 10/2009 to 12/2012 - Utility Manager▪ Pacific Boulevard Design-Build Project (\$19.2M), 7/2008 to 8/2010 – Utility Engineer▪ InterCounty Connector - Contract C Design-Build (\$528.6M), 6/2007 to 11/2011 – Utility Manager▪ Route 7/River Creek Parkway Interchange (\$25M), 2/2008 to 9/2009 – LLC. Utility Manager▪ Battlefield Parkway Design-Build Project (\$26.9M), 7/2007 to 11/2009 – Utility Manager▪ Dulles Greenway Capital Improvements Program (\$71M), 5/2005 to 12/2007 – Utility Manager▪ Route 28 Corridor Improvements (\$446.7M), 9/2002 to 7/2018 – Utility Manager
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: West Virginia Institution of Technology, Montgomery, WV / BS / 1984 / Civil Engineering
f. Active Registration: Year First Registered/ Discipline/VA Registration #: None
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none">1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i>2. <i>Note whether experience is with current firm or with other firm.</i>3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> <p>(List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)</p>
1. Route 50 Widening Design-Build - Fairfax & Loudoun Counties, VA Shirley Contracting Company, LLC, Utility Manager (March 2011 – December 2015) Role/Responsibilities: Todd was responsible for coordinating with the Shirley/Dewberry Design-Build Team for this \$77.3 million project. The project scope included 3.8-miles of widening from four to six-lanes with replacement and widening of two bridges over Cub Run. Todd coordinated with the public and private utility companies and the Design Team through the design phase to complete constructability reviews and utility conflict analysis. During the Shirley Teams Technical Proposal development Todd was instrumental in determining the utility relocation scope and schedule, and played a key role in the development in the overall sequence that allowed work to be complete on-time. He analyzed utility designations and test pits to determine conflicts, developed utility avoidance strategies, and assisted the planning of utility relocation designs for

unavoidable conflicts. For each utility Todd held Utility Field Investigation (UFI) meetings, reviewed and approved utility plans and estimates, completed UT-9s for determination of the prorated share of utility costs, and continues to manage the utility relocation schedule in the field. He managed the relocation of over 2.5-miles of overhead utilities including Dominion Power, Verizon South, Comcast Communications, and Cox Communications. He relocated extensive underground communication lines including 2-miles of MCI, 2-miles of Abovenet, 0.5-mile of AT&T Local, 3,500 LF of Verizon of NOVA, 2.5-miles of Verizon South, 2,000 LF of Fiberlight, and 1,000 LF of Level 3 Communications lines. Todd was also responsible for the relocation of water and gas lines including 6,000 LF of 30-inch Loudoun Water waterline, 980 LF of 30-inch Fairfax Water waterline, and over 2,500 LF of 12-inch and 6-inch Washington Gas lines.

**2. InterCounty Connector- Contract C Design-Build – Prince George’s and Montgomery Counties, MD
Shirley Contracting Company, LLC, Utility Manager (June 2007 – November 2011)**

Role/Responsibilities: Todd was responsible for coordinating with the design-build team on this \$528.6 million design-build project. He worked with the roadway design engineers and all major utilities impacted by the project to develop a plan to mitigate the utility relocations. During design, Todd was responsible for ensuring that all relocations could be completed within easements acquired by MSHA. Todd oversaw the design and construction of utilities owned by Baltimore Gas & Electric (BG&E), PEPCO, Verizon, AT&T Long Distance, WSSC Water and Sewer, Fiberlight, MCI (Verizon Business) and Comcast. He scheduled their work, coordinated other project activities and the overall schedule, monitored their progress and processed progress payments.

**3. Route 28 Corridor Improvements Project Design-Build - Loudoun & Fairfax Counties, VA
Shirley Contracting Company, LLC, Utility Manager (September 2002 – July 2018)**

Role/Responsibilities: Todd worked with the design-build team and all utility companies (public and private) for the coordination of the relocation of their facilities in conflict with construction of this \$446.7 million project for 10 new interchanges, various secondary roadway improvements and the widening of Route 28 to eight-lanes. Whenever possible, design solutions have been developed to mitigate the impacts to the existing utilities. Several solutions on this project have saved millions of dollars in relocation costs and many months of schedule impacts. Todd was responsible for coordinating over \$20 million of utility relocations by over 20 different utility owners. His responsibilities include holding Utility Field Investigation (UFI) Meetings, researching utility easements, preparing UT-9s and determining prorated cost share, coordinating utility relocation designs with PPTA plans, preparing utility easement instruments, approving utility estimates, managing the utility relocation construction in the field, and coordinating with roadway and bridge construction managers to ensure that the utility relocation schedule is integrated with other field operations.

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

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. **Not applicable for this position.**

ATTACHMENT 3.3.1
KEY PERSONNEL RESUME FORM

Brief Resume of Key Personnel anticipated for the Project.
a. Name & Title: Leslie N. Pereira, Manager, Communications and Outreach
b. Project Assignment: Public Relations Specialist
c. Name of all Firms with which you are employed at the time of submitting SOQ. In addition, please denote the type of employment (Full Time/ Part Time): Clark Construction Group, LLC - (Full Time)
d. Employment History: With this Firm 4 Years With Other Firms 25 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): Clark Construction Group, LLC Communications and Outreach Manager, 9/2013 - Present General responsibilities included developing and implementing the communications and public outreach effort including creating advisories, communicating with the public via websites, Twitter, other media, and providing public meetings and presentations to impacted stakeholders. <ul style="list-style-type: none"> ▪ Dulles Corridor Metrorail Project Phase 2 (\$1.1B), 3/2013 to 9/2019 - Manager, Communications and Outreach Bechtel Communications and Outreach Manager, 3/2010– 9/2013 General responsibilities included developing and implementing the communications and public outreach effort including creating advisories, communicating with the public via websites, Twitter, other media, and providing public meetings and presentations to impacted stakeholders. <ul style="list-style-type: none"> ▪ Dulles Corridor Metrorail Project Phase 1 (\$1.6B), 3/2010 to 9/2013 - Manager, Communications and Outreach AECOM Public Information Manager, 2/1992 – 3/2010 General responsibilities included managing the public information office to support the Capital construction program. Developed and implemented communications programs to keep stakeholders informed and planned and executed media events, milestone celebrations, and public information meetings. <ul style="list-style-type: none"> ▪ Capital Construction Program/Dulles Development (D2) Project (\$6B), 3/1988 - 9/2010 - Public Information Manager Multi-faceted Capital Construction Program for Ronald Reagan Washington National Airport and Washington Dulles International Airport, PMSS
e. Education: Name & Location of Institution(s)/Degree(s)/Year/Specialization: N/A
f. Active Registration: Year First Registered/ Discipline/VA Registration #: N/A
g. Document the extent and depth of your experience and qualifications relevant to the Project. <ol style="list-style-type: none"> 1. <i>Note your role, responsibility, and specific job duties for each project, not those of the firm.</i> 2. <i>Note whether experience is with current firm or with other firm.</i> 3. <i>Provide beginning and end dates for each project; projects older than fifteen (15) years will not be considered for evaluation.</i> (List only three (3) relevant projects* for which you have performed a similar function. If additional projects are shown in excess of three (3), the SOQ may be rendered non-responsive. In any case, only the first three (3) projects listed will be evaluated.)

1. Dulles Corridor Metrorail Project Phase 2 – Fairfax and Loudoun Counties, Virginia

Clark Construction Group, LLC–Communications and Outreach Manager (3/2013–9/2019)

Role/Responsibilities: Leslie is responsible for creating advisories informing all stakeholders of changes in traffic patterns on local roadways impacted by the project. To date, 4,000 lane closure requests have been coordinated with the entities responsible for managing affected roadways, and, in the majority, have been ‘translated’ for consumption by the general public and distributed to them through the project’s extensive databases, website, Twitter, other electronic media, and by traditional means, including public meetings, mailings, and when necessary, delivery by hand to affected businesses, residents, and commuters. She is responsible for managing an information stream that addressed the unique requirements of conducting major construction through the middle of an airport that receives more than 20 million visitors a year. Project activities with the potential to affect Dulles Airport’s passenger arrivals and departures, airport employees, secure operational areas, 24/7 cargo activities, rental car agencies, airport taxi, and shuttle bus services are communicated via a system specific to the Airport’s unique requirements. The system includes Construction Alerts approved and signed by the Airport Manager, general and task specific presentations, temporary wayfinding and graphic signage, coordination with the Airport’s project liaison and operations staff, and personal interaction with the businesses located within the Airport’s boundaries. She works closely with the Fairfax County on construction activities related to the Herndon-Monroe Park & Ride, a 24/7 commuter bus operation. Leslie coordinates activities of several project disciplines performing work within the facility to minimize any disruption of service. She designs and produces temporary wayfinding and informational signage and brochures to publicize significant changes, and when necessary, distributes information by hand to commuters using the facility.

2. Dulles Corridor Metrorail Project Phase 1 – Fairfax County, Virginia

Bechtel, Communications and Outreach Manager (3/2010 - 9/2013)

Role/Responsibilities: Planned and implemented a broad range of outreach activities including interaction with local businesses, residents, and other stakeholders during the construction of the Dulles Corridor Metrorail Project, Phase 1, a 11.7-mile expansion of the Washington D.C. area Metrorail system. Anticipated and managed external issues, with particular emphasis on those that had the potential to become the focus of the attention of the media or local residents and businesses, and managed the project’s community outreach and construction information program. Utilizing electronic distribution methods, mailings, presentations, and individualized personal contact, managed a consistent public information stream regarding construction activities that might affect traffic, schools, residents and business operations as well as general project information and milestones. Created “I’m your Neighbor” safety-oriented outreach radio campaign to emphasize the “close connection” between the traveling public and construction workers. Radio advertisements starred field personnel who related their personal reasons for staying safe on the job. Aired on WTOP radio over an eight-week period, their voices were heard at least once by 1.3 million people.

3. Capital Construction Program (CCP) and Dulles Development Program (D2), Ronald Reagan

Washington National Airport and Washington Dulles International Airport

AECOM – Public Information Manager (2/1992 – 3/2010)

Role/Responsibilities: Managed the Public Information Office and a staff of three for Parsons Management Consultants, a joint venture organization providing the Metropolitan Washington Airports Authority (MWAA) with program management support services for its Capital Construction Programs (CCP) at Ronald Reagan Washington National and Washington Dulles International Airports. One of MWAA’s priorities in executing the CCP was to ensure that the operation of the Airports continued without interruption and that all of its stakeholders - the traveling public, elected officials, airport businesses, tenants and concessionaires, and all employees at the Airports - experience as little inconvenience as possible and, when not possible, understand why. Worked closely with the MWAA Office of Engineering, Communications Office, and other MWAA entities to:

- develop communications programs and events that focused on keeping stakeholders informed of changes and the reasons for them;
- produce Airport specific electronic information bulletins to inform MWAA and Airport employees and businesses of upcoming actions to keep them informed of and invested in the program, respond to media, industry, and public;
- develop educational presentations and video productions to reinforce “big picture” appreciation of the improvements the program would bring to the Airports, highlight tangible results, look out to upcoming projects, and assure an “end in sight” worth the inconvenience;
- plan and execute media events, public information meetings, tours, and groundbreaking and opening events;
- design and produce signage, graphics and other collaterals, provide project photographs, time lapse, and videos.

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

h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. **Not Applicable.**

3.4.1 - Work History Forms

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: Interstate 66 Widening Design-Build Location: Gainesville, Virginia	Name: Dewberry Consultants LLC	Name of Client/Owner: Virginia Department of Transportation Project Manager: Christiana Briganti-Dunn Phone: 703-259-2960 Email: Christiana.Briganti@vdot.virginia.org	8/2016	8/2016	\$54,871	\$56,135* *Difference due to Owner added scope	\$56,135

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.



SIMILARITIES TO ROUTE 7 CORRIDOR IMPROVEMENTS

- Design-Build
- Roadway Widening
- Bridge Construction
- Noise Barrier Walls
- Maintenance of Traffic
- Right-of-Way Acquisition
- Environmental Permitting
- Utility Relocations & Avoidance
- Traffic Signal Modification
- Quality Assurance/Quality Control
- Transportation Management Plan
- Public Involvement and Outreach
- Third Party Stakeholder Communication & Coordination
- Teamed with Lead Designer – Dewberry
- Proposed Key Personnel on this Project:
✓ DBPM – Jeff Austin

PROJECT NARRATIVE:

In August 2013, VDOT awarded Shirley Contracting Company LLC, (Shirley) the \$54 million Interstate 66 (I-66) Widening Design-Build contract. Our Team was chosen in large part because of our significant experience associated with construction of complex transportation projects on high volume, high speed roadways, excellent safety record, partnering approach, and ability to work with adjacent concurrent construction under separate contracts. The Project entailed the widening of approximately 2.5-miles of I-66 in Gainesville, Virginia, replacement of two secondary overpass bridges, construction of nearly 250,000 SF of noise barrier wall, and the construction/integration of an extensive Intelligent Transportation System consisting of cameras, detectors, digital message signs all running off a new fiber communication network. *Similar to the Route 7 Corridor Improvements project, the I-66 Widening Project included right-of-way (ROW) acquisition and extensive utility relocations and avoidance.*

Utilizing our previous experience working on I-66 and similar facilities Shirley was able to sequence work operations and phase the construction operations so overall impacts to the traveling public were minimized. Much of the phased construction took place behind temporary barrier keeping both workers and the public safe during construction. In addition, the Team was able to maximize the existing alignment of I-66 so that with minimal additional effort, a paved shoulder was maintained in almost all areas of the Project. In areas where paved shoulders could not be maintained, Shirley prioritized construction of those areas and reopened them as soon as they were completed. Shirley agreed to not perform lane closures during peak periods not originally identified in the TMP and in turn VDOT agreed to allow lane closures in the off-peak direction during the peak period. This partnering and cooperation among all parties afforded Shirley longer continuous operations, minimizing the total number of inconveniences to the public and daily commuters. In addition, the initial pavement shoulder strengthening and the placement of the final surface asphalt were scheduled at night minimizing the impacts to the public and also requiring fewer trucks on the road to perform the same operation.

PROJECT SCOPE:

- Widening 2.5-miles of Interstate 66 in each direction
- Construction of two new bridges
- Extensive Maintenance of Traffic Operations for over 100,000 VPD
- TMS and signing/installation
- Roadway lighting
- Traffic Control
- Intelligent Transportation System including cameras, detectors, DMS
- Utility relocation/installation
- Traffic detours
- Installation of over 250,000 S.F. of Noise Barrier Wall
- Utility relocation/installation
- Traffic detours

SHIRLEY'S ROLE:

As the Design-Builder and Lead Contractor, Shirley was responsible for management and oversight of construction, including design and engineering, management and oversight and construction, right-of-way acquisition, permitting, utility relocations, public outreach, overall Project administration, and QA/QC. All construction work was performed on a heavily traveled roadway and all lane restrictions were coordinated by Shirley with VDOT to allow for public notifications of impacts to traffic. Shirley was the primary point of contact with the Owner in public relations and getting notices out to traveling motorists, businesses, home-owners and local politicians. Shirley was also responsible for creating and monitoring the schedule throughout design and construction.

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE:

1. Partnered with VDOT to accommodate the *early opening of the Old Carolina Road bridge to improve local connectivity for residents of Haymarket and reduce traffic volumes on Route 15.*
2. This corridor of I-66 is known for having rock at or near the surface. The Shirley Team utilized their knowledge of the area, and by managing the schedule ultimately never required the use of explosives to excavate rock along the Project. The use of explosives, while permitted, would have caused significant disturbances to the surrounding homes, communities and traveling public.
3. During procurement there were in excess of 30 potential conflicts with both underground and overhead utilities. *Shirley in close coordination with our design team was able to able to mitigate nearly 80% of the potential conflicts without requiring relocation of the facilities.* Those facilities that could not be avoided were relocated well in advance of the construction operations.
4. Entered into Memorandum of Understanding with Lane Construction for coordination of scope with their adjoining project to construct the I-66/Route 15 interchange.
5. 2017 DBIA Mid-Atlantic Region 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: Intercounty Connector, Contract 'C' (Design-Build) Location: Montgomery and Prince George's Counties, MD	Name: Dewberry Consultants LLC	Name of Client/Owner: MD SHA Project Manager: Mark Coblentz Phone: (301) 586-9267 Email: mcoblentz@iccproject.com	11/2011	11/2011	\$513,988	\$528,653* *Difference Due to Owner added scope	\$528,653

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.



SIMILARITIES TO
ROUTE 7 CORRIDOR IMPROVEMENTS

- Design-Build
- Bridge Construction
- Major Roadway Widening
- Full Depth Pavement Reconstruction
- Multiple Grade-Separated Interchanges (3)
- Complex MOT Operations
- Environmental Permitting
- Utility Relocations & Avoidance
- Traffic Signals
- Noise Barriers
- Quality Control
- Utility Coordination
- Right-of-Way Acquisitions
- Public Involvement and Outreach
- Third Party Stakeholder Communication & Coordination
- Restricted Work Hours
- Worked with Lead Designer – Dewberry
- Proposed Key Personnel on this Project:
 - ✓ UCM – Todd Kief

PROJECT NARRATIVE

In December 2008, ICC Constructors (IC3), A Joint Venture, with Shirley Contracting Company, LLC as the Lead Contractor, and Dewberry Consultants LLC as the Lead Designer, was awarded the **\$513 million** Contract 'C' of the Intercounty Connector. The overall 18 mile long Toll Road facility is located in Montgomery and Prince George's Counties, Maryland.

The Project was completed on a fast-track basis and required all work for this \$513 million Project to be completed in under four years. The fixed completion date was critical to MDSHA in order to open the entire toll road for revenue service and meet commitments made to the public. Our Team met the contract goal of opening this segment on schedule.

A unique element of the Contract 'C' Project was the incentive program for environmental compliance. On a weekly basis, representatives from the Owner and Contractor inspected and scored the entire Project for environmental compliance. These scores were compiled into a quarterly score and, if an 85 or higher was achieved, and incentive was awarded. The Shirley Team earned over \$4.7 million through this incentive program.

A significant challenge on the Project was the full depth pavement reconstruction of existing secondary roads over the new highway. This was accomplished by means of temporary detours in order to reopen the roadway as soon as possible. The Project included other full depth pavement reconstruction on I-95 to include the shoulders which became acceleration/deceleration lanes for the new Interchange. The Route 29 interchange also required reconstruction of the shoulders as well as reconstructing portions of Route 29 due to realignment of the roadway geometry. All pavement reconstruction was accomplished while maintaining all traffic movements.

A major priority was to minimize impacts to local businesses, residents and the surrounding communities that were impacted by this new facility. Our Team developed a comprehensive approach to meet this objective by sequencing the work to occur out of traffic and in off-peak hours, adjusting profiles to balance site earthwork activities and constructing temporary bridges crossing waterways to avoid "on-road" trucking, and establishing a Site Access Management Plan to designate specific access points, haul routes, staging areas, material and equipment storage areas, and restricted areas.

PROJECT SCOPE

- 3.8-miles of new six-lane toll road on a new alignment
- Full Depth Pavement Reconstruction
- Three grade separated Interchanges
- 20 Bridges
- Retaining walls and sound barriers
- Temporary Traffic Control
- ITS & Tolling
- Stormwater Management Basins
- Signing and Lighting
- Environmental Compliance

SHIRLEY'S ROLE

Contract 'C' was awarded to the IC3 Joint Venture led by Shirley Contracting Company, LLC and included Clark Construction Group, Trumbull Corporation and Facchina Construction. Shirley's role in the Project was the Sponsor of the Joint Venture and Lead Contractor. In this capacity, Shirley had overall responsibility and management of the complete scope of work including all design and engineering, utility relocations, permitting, quality control, construction, public outreach, and overall Project administration and management. Shirley was the primary point of contact with the Owner, and created and monitored the Project schedule.

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE

1. This large and fast paced project was **completed on time**, without claims, and with only minor change orders considering the large scope of the project. Change orders consisted primarily of directed modifications to project scope.
2. **Our Team earned over \$4.7 million in incentive payments** for environmental compliance, reflecting our commitment to the environmental objectives of the Project.
3. The success of this project was largely due to significant innovations in design development. Specifically, the Joint Venture, led by **Shirley Contracting and Dewberry, employed several Alternative Technical Concepts to optimize the design and to reduce both the cost and duration of construction.** For example, the Project team:
 - a. Optimized the RFP proposed interchange between MD 200 and I-95 through realignment and the incorporation of deep stabilization of unsuitable soils through the use of wick drains to effectively eliminate six complex bridge structures and simplify the interchange construction.
 - b. Redesigned the interchange between MD200 and US-29 to eliminate 1 large fly-over structure and reduce impacts to the traveling public.
 - c. Optimized the pavement structure through the incorporation of a California Bearing Ratio of seven and incorporated Falling Weight Deflectometer testing into the QC program to verify achievement of the elevated standards. This significantly reduced the amount of asphalt required for the project, effectively reducing cost and time of construction.
 - d. Redesigned the I-95 Interchange which reduced ROW acquisition by 14 acres, reduced impacts to existing utilities and reduced the area of bridge deck by 320,000 SF.
 - e. Utilized wick drain ground improvement strategy to provide mainline ICC crossing of large wetland area and eliminated bridges planned in RFP concept

AWARDS

- 2012 National Design-Build Award in Transportation National Design-Build Awards Competition
- Awarded the 2012 "Award of Excellence in Heavy Construction" from the National Capital Chapter of the American Concrete Institute
- 2012 "Globe Award" American Road & Transportation Builders Association Selected in 2011 by Roads & Bridges magazine as a Top Roads winner.

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: Route 50 Widening Location: Fairfax and Loudoun Counties, Virginia	Name: Dewberry Consultants LLC	Name of Client/Owner: Virginia Department of Transportation Project Manager: Susan Shaw, PE Phone: 703-259-1995 Email: susan.shaw@vdot.virginia.org	December 2014	December 2015* *Difference Due to Owner added scope	\$67,830	77,337* *Difference Due to Owner added scope	\$77,337

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.



SIMILARITIES TO ROUTE 7 CORRIDOR IMPROVEMENTS

- Design-Build
- Roadway Widening from four to six-lanes
- Bridge Construction
- Maintenance of Traffic
- Right-of-Way Acquisition
- Environmental Permitting
- Utility Relocations & Avoidance
- Traffic Signals
- Shared-Use Paths
- Completed in-plan Washington Gas Relocation
- Quality Assurance/Quality Control
- Transportation Management Plan
- Public Involvement and Outreach
- Third Party Stakeholder Communication/Coordination
- Worked with Lead Designer – Dewberry
- Proposed Key Personnel on this Project:
 - ✓ DBPM – Jeff Austin
 - ✓ CM – Ricky Meyer
 - ✓ UCM – Todd Kief

PROJECT NARRATIVE

In March 2011, Shirley Contracting Company, LLC was awarded the Route 50 Widening Design-Build Project by the Virginia Department of Transportation (VDOT). The \$77 million project included the reconstruction and widening of Route 50 from four to six-lanes for 3.7-miles from Poland Road (Route 742) to Sully Road (Route 28). A major feature included right-of-way (ROW) and temporary/permanent easement acquisitions on 62 properties along the corridor. There were numerous utilities in conflict that had to be relocated. These included overhead/underground power (15,000-feet), overhead/underground communications (50,000-feet), gas line relocations (4,000-feet), sanitary line relocations (1,100-feet) and waterline relocations (17,000-feet). Another important feature was the construction of eight new traffic signals which needed to be maintained during all phases of traffic. In addition, the new roadway construction included two new bridges over Cub Run, a new 10-foot wide shared use path for each side of the roadway, a new retaining wall (400-feet), two new box culverts (485-feet), and all new roadway pavement including new storm pipe (31,000-feet) and storm structures (300 each).

The project required the management of several challenging issues. One of the largest issues was the coordination of utility relocations and ROW acquisition in a linear transportation corridor where the majority of the widening resulted in direct utility conflicts. The Team overcame this challenge by closely coordinating the Transportation Management Plan (TMP) with the ROW and utility relocation priorities to ensure that adequate float was provided to third party controlled utility relocations without compromising the aggressive schedule. A key element was creating a sequence that optimized the amount of ultimate roadway that could be constructed concurrent with the acquisition of ROW, permits, and the relocation of the utilities. The Team accomplished this by reversing the original RFP sequence of construction and utilizing the median. Additionally, detours were constructed that allowed for the start of reconstruction of the existing pavement within the existing ROW. This sequence allowed the ROW acquisition and utility relocation phases to run parallel with the early phases of construction and decreased the risk of utility delays that would ultimately impact the final completion date.

PROJECT SCOPE

- Right-of-way acquisitions of 62 parcels including one relocation
- Extensive coordination and relocation of facilities owned by 15 different utility companies
- Acquisition of environmental permits
- Improvements to eight signalized intersections
- Four new storm water management facilities
- Widening and reconstruction of the existing bridges over Cub Run
- New 10-foot wide shared use path on each side of Route 50
- Contractor administered quality assurance and quality control
- Coordination of public involvement
- Coordination of waterline relocations with Fairfax Water Authority & Loudoun Water

SHIRLEY'S ROLE

As Design-Builder and Lead Contractor, Shirley was responsible for management and oversight of all construction, including design and engineering, ROW acquisitions, permitting, coordination of utility relocations, public outreach before and during the project, overall Project administration and construction management, and QA/QC. All construction work was performed on a heavily traveled roadway with over

60,000 vehicles per day passing through the project. Lane restrictions were coordinated by Shirley with VDOT to allow for public notifications of impacts to traffic. Shirley was the primary point of contact with the Owner in public relations and getting notices out to the traveling motorists, businesses, home-owners and local politicians. Shirley was also responsible for creating and monitoring the schedule throughout the design and construction phases. Shirley worked closely with VDOT, local jurisdictions and property owners through the ROW acquisition process including revising plans to accommodate property owner needs. This included revisions to add a turn lane to a church and revise entrances for business and residential properties. Shirley also provided extensive support for VDOT and Fairfax County in their efforts to renegotiate an existing three party agreement with an adjacent Development. Shirley's support included many meetings with stakeholder's attorneys, conceptual design, and estimating for multiple improvement alternatives, final design and construction of the selected improvements, and review and assistance preparing agreements, including the revised three-party agreement, utility agreements, and right-of-entry agreement. This coordination with affected property owners helped to facilitate public buy-in for the project and achieve settlement on properties that may otherwise have resulted in the use of eminent domain. Shirley also worked closely with Fairfax Water and Loudoun Water to accommodate requested betterments. These betterments included 8,200 LF of 24-inch and 900 LF of 36-inch waterline in Fairfax County and 5,500 LF of 30-inch waterline in Loudoun County. Shirley also executed an agreement with Washington Gas to complete portions of the gas relocation using Shirley's own forces and subcontractors. This agreement afforded Shirley better control over the relocation schedule of the critical gas relocations.

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE

1. This aggressively scheduled project was *completed on-time, without claims*, and with change orders that consisted primarily of owner-directed modifications to add project scope.
2. *The success of this project was largely due to innovations to maintenance of traffic during design and construction.* A sequence of construction was implemented that used median detours to allow the first two phases of construction, including complete reconstruction of the EB lanes, to be constructed simultaneously with the acquisition of ROW and relocation of utilities. This provided additional float to the ROW acquisition and utility relocation phases. This allowed for on-time project completion, just six months after utility relocation .
3. *Shirley developed work schedules and activity plans to minimize disruptions and impacts to the public.* An example was the reconstruction of an existing intersection in one weekend instead of taking weeks of daily lane closures. This was accomplished by Shirley mobilizing extra crews *over the weekend and working around the clock in order to have the intersection rebuilt in one weekend.* This required coordination between Shirley and VDOT to develop a MOT plan and sequence of work for the weekend operations, as well as public notifications that were sent to the media and local politicians. This approach proved so successful that it was subsequently used on several other intersections.
4. Shirley worked closely with local Supervisors, Delegates, and local fire and rescue, to send out public notifications for major work activities or shifts in traffic patterns. An email distribution list was developed from the preconstruction "pardon our dust" meetings and quarterly local town hall meetings, which was also used for public notifications. *The local town hall meetings kept local homeowners and businesses informed of the project status.*

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: Phase IV – I-66/Route 29/Linton Hall Interchange & Railroad Grade Separation Location: Prince William County, VA	Name: Shirley Contracting Company, LLC	Name of Client./ Owner: VDOT Northern Virginia District Office Project Manager: Amir Salahshoor, PE Phone: 703-259-1957 Email: A.Salahshoor@vdot.virginia.gov	February 2011	August 2015	\$74,389	\$78,087* *Difference Due to Owner added scope	\$5,155

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.



SIMILARITIES TO ROUTE 7 CORRIDOR IMPROVEMENTS

- Field Survey and Base Mapping
- Environmental Permitting
- Geotechnical Investigations
- Roadway Design
- Structural and Bridge Design
- Hydraulic Design
- Traffic Control, TMP, and Signal Design
 - ✓ Multi-Stages of TTC
 - ✓ Over 100,000 AADT thru Project
- Right-of-Way Plans (over 70 Properties)
- Phased Construction Plan Development
- Pedestrian Accommodations
- Utility Relocation Design
- Public Involvement/Communication
- Quality Assurance/Quality Control
- Experience Working with Shirley Team
 - ✓ DM – Steve Kuntz

PROJECT NARRATIVE

Under contract to the Virginia Department of Transportation, Dewberry's Fairfax, Virginia office completed the preliminary and final design plans for a new interchange at the intersection of Route 29 and Linton Hall Road. Completed as part of the overall I-66 Corridor Improvements contract, the Route 29/Linton Hall Interchange represented the final phase of a five phase contract with VDOT. While not originally included in the design scope, traffic and operational analysis indicated that an interchange at the intersection of Route 29 and Linton Hall Road was required to improve the operation of I-66. Due to the proximity of the intersection to I-66 and two at-grade railroad crossings with Norfolk Southern Railroad, a single point urban interchange (SPUI) was designed at the existing intersection, four bridges were identified to separate vehicular traffic and eliminate the at-grade railroad crossings, and braided ramps were incorporated along southbound Route 29 to maintain all movements from I-66 to Route 29 and Linton Hall Road. In addition to the interchange and grade separation improvements, Route 29 was completely reconstructed and widened from four to six-lanes, multiple local roads/access roads were added, and Linton Hall Road/Route 55 was widened from two-lanes to a minimum of four-lanes.

In order to accelerate construction, right-of-way acquisition plans were separated into three phases, and construction plans were separated into three plan sets to allow for advance demolition of existing buildings, construction of temporary detour roads, and ultimately construction of the interchange. Right-of-way acquisition was completed for over 70 properties, including total acquisition of 16 parcels. To reduce right-of-way impacts, relocation of communication facilities was coordinated with over six separate utility owners and relocations were placed into a common duct bank, following an alignment which overlapped with gas and overhead power relocation alignments. Water and sewer relocation plans were developed and incorporated in the advance detour construction package so that all utility relocations would be completed before the start of the interchange construction.

PROJECT SCOPE

- Field surveys
- Geotechnical Investigations
- Environmental permit plate preparation
- Traffic and operational analysis and documentation (IJR)
- Roadway design, including the widening and reconstruction of 1-mile of Route 29
- Structural design, including four bridges and 10 retaining walls
- Traffic signal designs, including emergency pre-emption
- Traffic management system (TMS) design
- TMP and complex temporary traffic control plan design
- Lighting and electrical design
- Landscaping and architectural treatment plans and details
- Public meeting preparation, attendance, and support
- Coordination with Norfolk Southern Railroad

DEWBERRY'S ROLE

As the engineer of record for the improvements, Dewberry was responsible for all services outlined in the "Project Scope" as well as coordination with sub-consultants and VDOT.

In addition to providing all design services, Dewberry prepared presentations and graphics for multiple public hearings, public meetings, and citizen outreach meetings, provided support to VDOT right-of-way acquisition and negotiation staff during acquisition of right-of-way and easements from more than 70 properties, and coordinated with Norfolk Southern Railroad for the retaining wall and drainage improvements to avoid impacts to the railroad property. During construction, Dewberry's involvement continued by providing support through shop drawing reviews, responding to RFI's, attending monthly coordination meetings and detail-specific construction meetings, and participated in formal partnering meetings and workshops.

Similar to the Route 7 Corridor Improvements project, Route 29 was widened from 4- to 6-lanes and the existing pavement was completely removed and reconstructed. Improvements were phased to allow for utility relocations, right-of-way acquisitions, and construction to occur concurrently on this design-bid-build project, and utility relocations were designed to utilize common duct banks in order to reduce the easement impacts on more than 70 properties. Five-phase sequence of construction plans were developed to maintain all traffic movements during construction, and interim improvements, including additional turn lanes on Route 55, were implemented early in the construction process to provide immediate congestion relief prior to the opening of the ultimate interchange.

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE

1. Each Phase of the project was *delivered on-time with successful construction bids received below the Engineer's estimate.*
2. Route 29/Linton Hall Interchange received the *"Overall Winner" for the 2016 VTCA Transportation Engineering Awards.*

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: Intercounty Connector (ICC) Contract C Location: Montgomery and Prince George's Counties, MD	Name: IC3 A Joint Venture (Shirley Contracting Company, LLC Lead Contractor)	Name of Client: Maryland State Highway Administration Project Manager: Mark Coblentz Phone: 301-586-9267 Email: mcoblentz@sha.state.md.us	11/2008	11/2011	\$513,988	\$528,653* *Difference Due to Owner added scope	\$41,000

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



SIMILARITIES TO ROUTE 7 CORRIDOR IMPROVEMENTS

- Design-Build
- Completion of a New Six-Lane Facility
- Bridges over Roadway and Hydraulic Crossings
- Roadway Widening Under Traffic
- Arterial Widening
- Complex Maintenance of Traffic Design
- Extensive Environmental Constraints and Requirements
- Design and Construction of Several Miles of Noise Barriers
- Stormwater Management Improvements
- Traffic Signals
- Multi-Agency Coordination
- Public Outreach and Coordination
- Fast Track Schedule
- Experience of Team Working Together
- Proposed Key Personnel on this Project:
✓ DM – Steve Kuntz

PROJECT NARRATIVE

Dewberry was the lead designer for Contract C of the Intercounty Connector (ICC) project. This contract completed the segment of the ICC from just west of Route 29 to just east of I-95, a project length of 3.8-miles which also included interchanges at Route 29, Briggs Chaney Road, and I-95. Both the Route 29 and I-95 Interchanges were three-level interchanges including semi-directional fly-over ramps. At the I-95 Interchange, collector-distributor (CD) roadway improvements were made along northbound and southbound I-95 for more than 2-miles in each direction, effectively combining access points with the adjacent MD-198 interchange and a future interchange which was under development and study by the Maryland State Highway Administration. During the procurement stage of the project, our Team developed an alternate concept for the I-95 Interchange which reduced right-of-way (ROW) acquisition needs by 14-acres, reduced environmental and utility impacts, and reduced the overall area of bridge decks by more than 320,000 sf. Design and construction of the project was broken up into multiple stages so that construction on the ICC mainline and each interchange could be completed in overlapping phases. Bridge steel packages and numerous erosion and sediment control packages were developed early and received advance approval which allowed construction in critical areas to start before final design approval. Final design of the ICC mainline remained within ROW previously acquired for the project and noise barriers were installed along both sides of virtually the entire length of the project.

PROJECT SCOPE

- Field surveys
- Roadway design – 3.8-miles of six-lane divided roadway
- Interchange design – three interchanges at Route 29, Briggs Chaney Road, and I-95
- Bridge design – 20 bridges including roadway overpasses and hydraulic crossings
- Retaining wall design – 16 walls
- Noise barrier analysis and design
- Design of 14 stormwater management basins
- Erosion & sediment control design
- Temporary traffic control design on high-volume roadways, including I-95
- Traffic signal design
- Signing and pavement marking design
- Lighting and electrical design
- ITS and open-tolling facility design
- Sub-consultant oversight and coordination for environmental permitting, noise analysis and modeling, geotechnical investigations and testing, utility designations and test pits

DEWBERRY'S ROLE

As the engineer of record, Dewberry's Fairfax, Virginia office was responsible for all preliminary and final designs for 2-miles of the ICC and for the Briggs Chaney Road and I-95 Interchanges. Dewberry was also responsible for oversight and coordination with our design partner who completed the Route 29 Interchange and for oversight and coordination with all sub-consultants providing design support services for the project. Dewberry was responsible for developing the Alternate Technical Concept (ATC) at the I-95 Interchange which resulted in a significantly lower contract price due to the elimination of several bridges and a large reduction in the bridge deck area, as well as the ability to avoid costly relocation of high-voltage transmission lines and avoid additional impacts to adjacent properties.

Throughout the project the Dewberry-led design team was co-located with construction staff and MDSHA staff, which allowed for quick resolution to critical project decisions as well as for streamlined management of the numerous design and support sub-consultants. Throughout design and construction, Dewberry attended multiple public meetings to notify the public of design modifications and enhancements, upcoming traffic pattern changes and project progress. During construction, Dewberry provided construction inspection services for the entirety of the project.

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE

1. Project was completed on time even though the I-95 Interchange was completely reconfigured and required Federal Highway approval prior to plans being authorized for right-of-way acquisition or construction.
2. Our Team's design reduced the environmental impacts from the RFP-permitted impacts as follows: Wetland impacts reduced by 19-acres (52%), Wetland buffer impacts reduced by 5-acres (27%), Perennial/Intermediate Waters of the U.S. impacts reduced by 1930-feet (15%), Ephemeral Waters of the U.S. impacts reduced by 1830-feet (53%), Forested Wetland impacts reduced by 32.6-acres (17%), Floodplain impacts reduced by 9.9-acres (62%).

AWARDS:

- 2012 National Design-Build Award in Transportation National Design-Build Awards Competition
- Awarded the 2012 "Award of Excellence in Heavy Construction" from the National Capital Chapter of the American Concrete Institute
- 2012 "Globe Award" American Road & Transportation Builders Association
- Selected in 2011 by Roads & Bridges magazine as a Top Roads winner.

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: Route 50 Widening Location: Fairfax and Loudoun Counties, Virginia	Name: Shirley Contracting Company, LLC	Name of Client: Virginia Department of Transportation Project Manager: Susan Shaw, PE Phone: 703-259-1995 Email: Susan.Shaw@VDOT.Virginia.gov	March 2011 (Design-Build Contract Execution)	December 2015* *Difference Due to Owner added scope	\$67,830	77,337* *Difference Due to Owner added scope	\$4,127

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.



SIMILARITIES TO ROUTE 7 CORRIDOR IMPROVEMENTS

- Design-Build
- Field Survey and Base Mapping
- Environmental Permitting
- Geotechnical Investigations
- Roadway Design – Principal Arterial Widening
- Structural and Bridge Design
- Hydraulic Design Analysis with Large 100 Year Floodplain Crossing
- Stream Relocation Restoration and Mitigation
- Traffic Control, TMP, and Signal Design
 - ✓ Multi-Stages of TTC
 - ✓ Over 50,000 AADT thru Project
 - ✓ Eight New/Reconfigured Signalized Intersections
- Right-of-Way Plans (over 65 Properties)
- Phased Construction Plan Development
- Coordination with Adjacent Property Develop. Plans
- Pedestrian Accommodations
- Utility Relocation Design and Permitting
- Public Involvement / Communication
- Quality Assurance / Quality Control
- Experience Working with Shirley Team
- Proposed Key Personnel on this Project:
 - ✓ DM – Steve Kuntz

PROJECT NARRATIVE:

In 2011, the Design-Build Team of Shirley Contracting and Dewberry was awarded the contract for the widening of Route 50 from four to six-lanes between Poland Road and Route 28, a distance of approximately 5-miles. Dewberry's Fairfax, Virginia office was responsible for final design of the project. In addition to widening the road to provide increased capacity, the existing pavement was completely reconstructed and a new roadway alignment was developed to maintain a 50-foot median throughout the corridor. Local access points were consolidated and modified, and eight signalized intersections were either modified or added as part of the project.

During design, Dewberry worked with VDOT and adjacent property owners to incorporate additional improvements to avoid future reconstruction and impacts to the travelling public. Improvements added to the project included additional turn lanes and auxiliary lanes on Route 50, Avion Parkway, and Stonecroft Boulevard, and a new ramp connection from southbound Route 28 to southbound Lee Road via a new signalized intersection on westbound Route 50.

At the outset of design, our Team developed an alternate sequence of construction concept which allowed construction to start within existing right-of-way and before utilities were relocated. This allowed construction to begin approximately 12 months in advance of the originally anticipated construction start date. In order to implement this accelerated construction start, Dewberry developed an advance construction plan package which included only the first two stages of construction. This allowed temporary pavement and bridge construction to begin ahead of final plans being approved, and allowed work to be completed on a parallel path with right-of-way acquisitions and utility relocations. Additional details of other design scope of work completed by Dewberry include:

- Five-miles of 36-inch water main relocation design
- Layout of all utility easements and utility relocations, which were then detailed by individual utility companies (power, communication, and gas) for construction
- Development and approval of final right-of-way plans
- Development of new/updated traffic signal timings after construction due to additional and unexpected growth west of the project in Loudoun County
- Detailed maintenance of traffic plans

While the original roadway was only two-lanes in each direction, the rapid development of residential communities in western Loudoun County required the temporary traffic control plans to be revised during construction to accelerate the opening of a third lane for the eastern half of the project. Working with VDOT and Shirley, Dewberry developed new temporary traffic control plans which minimized the amount of additional temporary paving

required while ensuring a third lane could be opened, and then maintained throughout the remainder of the project.

PROJECT SCOPE:

- Field surveys
- Environmental surveys, coordination and permitting
- Roadway design
- Structural design for Route 50 bridge over Cub Run
- Structural design for multiple retaining walls
- Hydraulic and stormwater management design
- Maintenance of Traffic Plan development for seven stages of construction
- Traffic signal design
- Right-of-way and utility easement plan development
- Sanitary sewer and water main relocation design
- Public meeting involvement

DEWBERRY'S ROLE:

Dewberry served as the Lead Designer for the Shirley design-build team and was responsible for all of the items listed in the "project scope" section. In addition to all engineering design, Dewberry also oversaw all design sub-consultant services including aerial mapping, utility designations and test pits, geotechnical investigations and recommendations, and traffic data collection.

VERIFIABLE EVIDENCE OF GOOD PERFORMANCE:

1. The project was completed on-time, including the additional scope which was added to the contract to provide improved traffic flow at the Lee Road intersection.