

CONTRACT FOR PROFESSIONAL SERVICES

Contract Id No: 1-001-22-0002

This Contract for Professional Services ("Contract") dated this 24TH day of January, 2023 is made and entered into between the VIRGINIA PASSENGER RAIL AUTHORITY, a political subdivision of the Commonwealth of Virginia ("VPRA") and LONG BRIDGE PARTNERS ("Consultant"), a joint venture whose partners—WSP USA Inc. and Rummel, Klepper & Kahl, LLP (collectively, the "Partners")—are foreign entities authorized to transact business in the Commonwealth of Virginia. VPRA and Consultant hereinafter sometimes may be referred to collectively as the "Parties" or individually as a "Party."

1. PROJECT.

The project that is the subject this Contract (the "Project") is hereby identified as follows:

Project Title:	Project Management Support Services, Long Bridge Project
General Project Description:	Project management support services for the expansion of, and modifications to, the Long Bridge Project which involves a 1.8-mile rail corridor extending between, but not including, the Rosslyn Interlocking near the Long Bridge Aquatics Center in Arlington, Virginia and the L'Enfant Interlocking near 12th Street, SW in the District of Columbia.

2. TERM.

The initial term of this Contract ("Initial Term") shall commence on the date this Contract is fully executed by the Parties and shall continue in effect for the period specified in the RFP Documents unless sooner terminated as provided for in this Contract. Where authorized in the RFP Documents, the Director of Procurement may extend the term of this Contract with the extension (the "Renewal Term") to commence upon the expiration of the Initial Term or any Renewal Term.

3. ANNUAL WORK PLANS (AWP).

Each AWP submittal provided by Consultant shall include the following: (a) a proposed scope of work, (b) a proposed schedule of compensation together with hours by labor classification, and (c) identification of key staff members that will be assigned to the applicable Project components included within the AWP. The AWP will also establish the Consultant's not-to-exceed budget for the Work and timeframe for performance. More specifically, the AWP submittal will detail the Work to be performed with specific deliverables (defined herein as the, "Work"), an estimated date for completion, a detailed summary of hours

required to conduct all services as defined in the scope of work, and a budget for Reimbursable Expenses not already included in the Cost Plus Net Fee, as set forth below. As part of the Work, Consultant shall provide complete services, reports, and correspondence, and shall attend conferences and meetings as required to achieve necessary clearances and permits from local, state, and federal agencies for the Project. No Work shall commence under an AWP submittal until such time as it has been approved in writing by a contract administrator to be designated by VPRA (the, "Contract Administrator").

Consultant may account for annual escalation of its hourly wage rates in developing the AWP. The escalation rate will be established using the Bureau of Labor and Statistics' latest release of its Employment Cost Index, Table 9, Professional, Scientific and Technical Services (the, "ECI"). Escalation is permitted only for direct salary costs and, in no event, shall exceed the rate published in the ECI. Where escalation is proposed by the Consultant, an amended fee schedule shall be included with the AWP submittal to the Contract Administrator. Direct salary cost charges to VPRA shall be at the rate in effect at the time the services are performed.

4. COST PLUS NET FEE.

Consultant shall be compensated using a Cost Plus Net Fee model, which shall be comprised of actual direct salary costs, non-salary direct costs, overhead costs, and an [REDACTED] fixed amount for profit. Consultant will be reimbursed for all eligible direct and indirect costs consistent with this Contract or as otherwise agreed by the Parties in each approved AWP.

5. OVERTIME COMPENSATION.

Non-exempt Personnel will be reimbursed for Overtime Hours ("OT Hours") in accordance with the Fair Labor Standards Act and Department of Labor Regulations, provided that VPRA has first approved the use of OT Hours with Consultant. In extraordinary circumstances, and subject to VPRA's prior written approval, Key Personnel and exempt classifications will be eligible for straight-time reimbursement for OT Hours. When OT hours are approved by VPRA and reimbursable under the Contract, Consultant shall submit, upon VPRA's request, such supporting documentation VPRA deems sufficient to evidence the payment of OT Hours to the employees(s).

6. NON-SALARY DIRECT COSTS.

Non-salary direct costs will be reimbursed at the actual cost to Consultant. These charges may include, but are not limited to, the following items: travel, printing, long distance telephone, supplies, computer charges, fees of sub-consultants, and such other expense items identified within the AWP (the, "Reimbursable Expenses"). Authorized travel expenses shall be reimbursed in accordance with the most recent version of the Commonwealth of Virginia, Department of Accounts ("DOA"), "Commonwealth Accounting Policies and Procedures (CAPP) Manual Topic 20335" (the, "CAPP Manual"). All travel-related expenses specified in an AWP will be used for estimating purposes and as a not-to-exceed rate. Should the actual travel-related expenses exceed the approved AWP budget, Consultant must seek VPRA written approval prior to travel. Reimbursable Expenses must be necessary for the services provided under this Contract.

- a. Invoicing and Payment: Reimbursable Expenses must be included on each monthly invoice to VPRA and require receipts and supporting documentation to evidence actual costs incurred. VPRA, in its sole discretion, may not honor charges for Reimbursable Expenses submitted more than ninety (90) calendar days after date incurred.
- b. Travel Origination: When travel is authorized, it must originate from Consultant's home office nearest to the Project site. Except as set forth in subsection c. below, VPRA will not reimburse Consultant for travel expenses of employees located within the greater Washington Metropolitan Area, as defined by the United States Office of Management and Budget.
- c. Field Vehicle Expenses: Where Project vehicles are authorized by VPRA within an AWP, Consultant will be reimbursed for the direct costs associated with leasing and parking of the vehicles in accordance with the Federal Acquisition Regulation Part 31 (48 CFR Part 31). Consultant will also be reimbursed for Project related mileage at the prevailing Internal Revenue Service standard mileage reimbursement rate for business use (currently set at 65.5 cents per mile). Project related mileage must be documented daily on Project Mileage Logs and submitted with Consultant's monthly invoice for payment as set forth in subsection a., above. Project Mileage Logs shall include the name of the driver, VIN, make and model, destination, business purpose, and odometer reading (start, stop, total project miles per day). Mileage reimbursement includes insurance, maintenance, taxes, tags, decals, registration, fuel and all other costs associated with use of the vehicle. Project related mileage must originate

from an office location affiliated with Consultant (exclusive of employee home offices), which, whenever practicable, shall be nearest to the Project site. Commuter mileage of an employee employed by Consultant and costs associated with personal use of any leased vehicle are not Reimbursable Expenses under the Contract and must be excluded from Consultant's invoicing to VPRA.

- d. Non-reimbursable expenses: Under no circumstance will VPRA reimburse Consultant for travel and vehicle expenses deemed unallowable under 48 CFR Part 31 and/or not permitted by the CAPP Manual. Non-reimbursable travel expenses include but are not limited to the following: travel time; alcoholic beverages, entertainment, first-class or business airfare; gratuities, contributions, dues, and subscriptions; and stays at Airbnb properties or similar lodging alternatives. Consultant's automobile costs that relate to personal use by employees (including transportation to and from work) is unallowable regardless of whether the cost is reported as taxable income to the employees.
- e. Other Expenses: Absent the express written approval from the Contract Administrator, Consultant shall not be reimbursed for any non-salary direct cost not identified within the AWP.

7. PAYMENT OF FEES AND COSTS.

Subject to the terms set forth in the Contract Documents, VPRA will compensate the Consultant for the Work and reimburse all allowable costs in accordance with Sections 3, 4, 5, and 6 above.

8. INSURANCE.

Consultant agrees to maintain insurance in accordance with the requirements and specifications set forth in the RFP Documents, subject to any agreed exceptions and modifications as may be set forth herein. In executing this Contract, Consultant warrants and represents that the certificates of coverage furnished to VPRA remain in full force and effect as of the Effective Date of this Contract. The Parties agree and acknowledge that the insurance coverages required herein will be issued in the name of the Partners.

9. CONTRACT DOCUMENTS.

The following documents, listed in order of priority in case of a conflict between or among them, are incorporated by reference into this Contract as if set forth fully herein and, together with this Contract, comprise the "Contract Documents":

- a. Agreed Exceptions to RFP Documents;

- b. Agreed Fee Proposal;
- c. Request for Proposals (RFP) dated 8/29/2022 inclusive of all attachments, exhibits, special provisions, and addendum, notably the General Terms and Conditions, Special Terms and Conditions, and Special Provisions Form SP 01LB (collectively, the "RFP Documents");
- d. Offeror's RFP Submittal Package dated October 6, 2022; and
- e. Approved DBE Utilization Plan.

10. CONTRACT REPRESENTATIVES.

The respective Points of Contact for the parties and related contact information, including the places for delivery of notice, are as designated as follows:

For VPRA:

Virginia Passenger Rail Authority
Attn: John Kostyniuk, Director of Procurement
919 East Main Street, Suite 2400
Richmond, VA 23219
Phone: (804) 303-8700
Email: john.kostyniuk@vpra.virginia.gov

Any notice tendered to VPRA in accordance with the Contract shall also be contemporaneously sent by electronic mail to Michael Westermann, General Counsel at: michael.westermann@vpra.virginia.gov.

For the Consultant:

Company Name:	<u>Long Bridge Partners</u>		
Address:	<u>250 23rd St. NW</u> (street)		
	<u>Washington</u> (city)	<u>DC</u> (state)	<u>20037</u> (zip code)
Point of Contact:	<u>Rolando Amaya & Miriam Kronisch</u> (name)		
	<u>Principal-in-Charge</u> (title)	<u>Principal-in-Charge</u>	
Phone:	<u>(202) 783-3092</u>		
Email:	<u>rolando.amaya@wsp.com mkronisch@rkk.com</u>		

EACH PARTY SHALL NOTIFY THE OTHER PARTY PROMPTLY OF ANY CHANGES IN THEIR CONTACT INFORMATION. UNLESS AND UNTIL NOTICE OF THE NEW ADDRESS OR POINT OF CONTACT IS GIVEN IN THE MANNER REQUIRED FOR NOTICE, A NOTICE TO SUCH PARTY IS SUFFICIENT IF GIVEN CONSISTENT WITH THE INFORMATION SET FORTH HEREIN.

11. EFFECTIVENESS.

This Contract shall be binding and deemed effective when executed by the Parties whose signature is provided for on the signature pages hereof (the "Effective Date").

12. AUTHORITY & LIABILITY ACKNOWLEDGEMENT.

Each individual executing this Contract represents that he or she is duly authorized to sign and deliver this Contract on behalf of the party indicated and that this Contract is binding on such party in accordance with its terms. By signing below, each of the Partners acknowledges and agrees that it is jointly and severally liable for the full performance of this Contract, and for the acts and omissions of Consultant.

IN WITNESS WHEREOF, the undersigned have executed this Contract on the dates set forth beside their respective signatures.

[SIGNATURES FOLLOW ON SUBSEQUENT PAGE]

For: VIRGINIA PASSENGER RAIL AUTHORITY

By, _____
(signature)

(printed name)

Its, _____
(title)

Dated: _____

For: LONG BRIDGE PARTNERS

By, WSP USA Inc.,

(signature)

(printed name)

Its, _____
(title)

Dated: _____

By, Rummel, Klepper & Kahl, LLP

(signature)

(printed name)

Its, _____
(title)

Dated: _____

AGREED EXCEPTIONS TO RFP DOCUMENTS
(Contract ID No. 1-001-22-0002)

- A. The following amendments and modifications to the General Terms and Conditions (Form PD 100) are hereby agreed to by the Parties:

- 1) Section 2 is hereby deleted and replaced in its entirety as follows:

2. CONSULTANT'S MANAGEMENT OF THE WORK

The Consultant shall render services consistent with the standard of care, skill and diligence exercised by members of the same profession providing similar services under similar conditions at the locale of the Project and at the time the services are to be performed. The Consultant shall be responsible for completely supervising and directing the work under this Contract and all subcontractors that it may utilize with the prior written consent of VPRA, using its skill and attention. Subcontractors who perform work under this Contract shall be responsible to the Consultant, and the Consultant agrees that it is as fully responsible for the negligent acts and omissions of its subcontractors as it is for the negligent acts and omissions of its own employees. The control and supervision of all phases of the services provided by the Consultant shall be under the direction of a Project/Contracts Manager. The Project/Contracts Manager shall manage the services provided under this Contract until all services have been completed.

- 2) Section 8 is hereby deleted and replaced in its entirety as follows:

8. CORRECTION OF ERRORS

The Consultant shall check for accuracy any reports, and the design, drafting and details of final plans prior to submission. The Consultant will be required, without additional compensation, to correct any errors, including but not limited to omissions, discrepancies and ambiguities, in any services performed in fulfillment of the obligations of this Contract, and shall also reimburse VPRA for any costs incurred due to Consultant's negligence. Acceptance of the plans or reports by VPRA shall not relieve the Consultant of the responsibility of subsequent correction of errors. Costs incurred by the Consultant in correcting errors in the plans or reports and reimbursing VPRA for costs incurred by VPRA as a result of such negligence shall be maintained in a separate account. Such account shall be clearly coded and identified, and shall be subject to audit by VPRA. Such costs shall not be billed to VPRA as a direct charge or an overhead item.

- 3) Section 36 is hereby deleted and replaced in its entirety as follows:

36. INDEMNIFICATION

Subject to Va. Code § 11-4.4 and other applicable laws, the Consultant shall indemnify and hold harmless the Commonwealth of Virginia, VPRA, CSX Transportation, Inc., and National Railroad Passenger Corporation, together with their officers, employees, and affiliates (collectively, the "VPRA Indemnitees") from and against all claims, liability, or damages arising out of Consultant's negligent acts, errors or omissions, recklessness, or intentional wrongful conduct in performance of this Contract. Acceptance of the services by VPRA shall not waive any of the rights of VPRA contained in this section nor release or absolve the Consultant from any liability, responsibility or duty contained herein.

- B. The following amendments and modifications to the Insurance Requirements (Attachment C) are hereby agreed to by the Parties:

1) Insurance specification No. 3 is hereby deleted and replaced in its entirety as follows:

3. **Commercial General Liability Insurance** including coverage for premises and operations, independent contractors, personal injury, and broad form contractual liability of limits of at least \$1,000,000 per occurrence and \$2,000,000 annual aggregate applicable on a per project basis. Policy must include a CG 24 17 Contractual Liability – Railroads endorsement. The Commonwealth of Virginia, Virginia Passenger Rail Authority, CSX Transportation, Inc., and National Railroad Passenger Corporation are to be listed as an additional insured on a primary, non-contributory basis.

2) Insurance specification No. 4 is hereby deleted and replaced in its entirety as follows:

4. **Automobile Liability Insurance** with a limit of at least \$1,000,000 combined single limit for bodily injury and property damage covering all owned (if any), non-owned, hired, or borrowed vehicles on site or off. The Commonwealth of Virginia, Virginia Passenger Rail Authority, CSX Transportation, Inc., and National Railroad Passenger Corporation are to be listed as an additional insured on a primary, non-contributory basis.

3) Insurance specification No. 5 is hereby deleted and replaced in its entirety as follows:

5. **Umbrella/Excess Liability Insurance** in excess of the underlying limits noted above for all the above mentioned policies in the amount of \$10,000,000 per occurrence and in the aggregate. Such policy(ies) shall apply without any gaps in the limits of coverages and be at least as broad as and follow the form of underlying primary coverages required herein. The Commonwealth of Virginia, Virginia Passenger Rail Authority, CSX Transportation, Inc., and National Railroad Passenger Corporation are to be listed as an additional insured on a primary, non-contributory basis.

4) Insurance specification No. 6 is hereby deleted and replaced in its entirety as follows:

6. **Professional Liability Insurance** covering liability for negligent acts, errors, or omissions arising in connection with professional services, for not less than \$5,000,000 with respect to any one claim and in the aggregate.

END OF DOCUMENT

Long Bridge Partners Rate Submittal

Labor Rate Assumptions

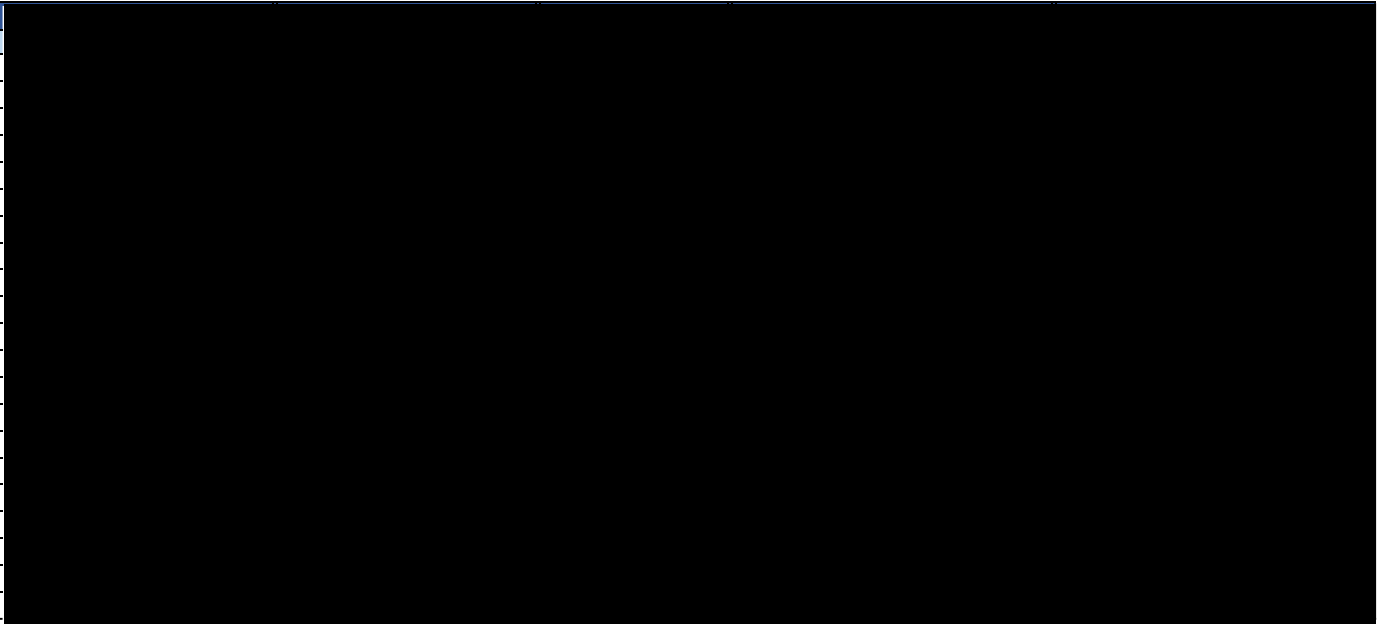
Firm
WSP USA Inc.
Rummel, Klepper & Kahl, LLP (RK&K)
Gannett Fleming, Inc.
CES Consulting LLC
DMY Engineering Consultants, Inc.
Dranref Inc., dba Business Transformation Group (BTG)
FOXXSTEM
InterAgency Inc.
Mercado Consultants, Inc.
Stellar Services, Inc.
Straughan Environmental, Inc.
Broadsword
Thomas E. Frawley Consulting, LLC
Undeland Management

Note: Broadsword, Thomas E. Frawley Consulting, and Un

Key Staff Labor Rates

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
	Key Staff		

Personnel Classification
*PMSS Project Manager (Jeff Ryscavage)
*Construction Manager (Lee Yowell)
*Engineering Manager (Rob Smythe)
*Stakeholder Manager (Henry Kay)
*Environmental Manager (Kate Traut)
*Public Outreach Manager (John Undeland)
*Project Controls Manager (Jovita Stander)
Engineer - Utilities, Manager (Keith Foxx)
Permits, Senior (Justin Donnelly)
Alternative Delivery, Specialist (Eric Mellor)
CM - Landside CM Lead (Kathy Poole)
CM - Safety Manager (Robert Murphy)
CM - Scheduler, Manager (Matt Hayek)
Environmental - Compliance & Mitigation, Senior (Jim Kodlick)
Railroad Liason (Mark Henry)
Amtrak Advisory (Andy Keefe)
CM - Long Bridge CM Lead (Keith Powley)
CM - Quality Manager (Srinivas Gunna)
CSX Advisor (Jim Wolfe)
FTA / FRA Coordinator (Ken Feldman)
Procurement Manager (Ken Beehler)



WSP USA Inc. Labor Rates

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	WSP USA Inc.		

[illegible][illegible]

WSP USA Inc. Labor Rates

Effective Dates:	TBD	to	6/30/2024
Services:			
VPRA RFP No.:			
Consultant:			

Firm Overhead Rates		Home	Field

		2023	2024
Escalation			

[illegible]

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	Rummel, Klepper & Kahl, LLP (RK&K)		

Firm Overhead Rates	Home	Field				2023	2024
Indirect Cost Rate							

[illegible]

Effective Dates:	TBD	to	6/30/2024
Services:	[REDACTED]		
VPRA RFP No.:	[REDACTED]		
Consultant:	[REDACTED]		

[illegible]

The diagram consists of a large grid of cells. The top row is a solid blue bar. Below it, the grid is divided into several vertical sections. The first section on the left has a black background with white horizontal bars of varying lengths. The subsequent sections have a white background with black vertical bars of varying heights. The grid is bordered by a thin black line on the left and top, and a thicker black line on the right and bottom.

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	Gannett Fleming, Inc.		

[illegible]

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	CES Consulting LLC		

[illegible][illegible]

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	DMY Engineering Consultants, Inc.		

[illegible]

Dranref Inc., dba Business Transformation Group (BTG) Labor Rates

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	ef Inc., dba Business Transformation Group		

[illegible]

FOXXSTEM Labor Rates

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	FOXXSTEM		

[illegible]

InterAgency Inc. Labor Rates

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	InterAgency Inc.		

[illegible]

Mercado Consultants, Inc. Labor Rates

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	Mercado Consultants, Inc.		

[illegible]

Stellar Services, Inc. Labor Rates

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	Stellar Services, Inc.		

[illegible]

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	Straughan Environmental, Inc.		

[illegible]

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	Broadsword		

[illegible]

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	Thomas E. Frawley Consulting, LLC		

[illegible]

Undeland Management Labor Rates

Effective Dates:	TBD	to	6/30/2024
Services:	Program Management Support Services, Long Bridge Project		
VPRA RFP No.:	1-001-22-0002		
Consultant:	Undeland Management		

[illegible]



REQUEST FOR PROPOSALS (RFP) AND CONTRACT

RFP Number: 1-001-22-0002

ISSUE DATE:	8/29/2022
ISSUING AND USING AUTHORITY:	Virginia Passenger Rail Authority (VPRA)
SERVICES PROCURED:	Project Management Support Services, Long Bridge Project
DESCRIPTION:	Project Management Support Services
TERM/PERFORMANCE PERIOD:	Nine (9) years
DUE DATE:	Proposals will be received until 2:00 PM, October 6, 2022
ACCESS TO SOLICITATION:	This solicitation and any addenda are publicly posted and may be accessed at any time at: Current RFPs - Virginia Passenger Rail Authority (vapassengerrailauthority.org)
SUBMIT PROPOSALS TO:	proposals@vpra.virginia.gov

*******NOTICE*******

VPRA is requesting proposals from consultant firms to provide project management support services for the expansion of, and modifications to, the Long Bridge Project. All requests for information and questions regarding this procurement should be directed to: John Kostyniuk, Director of Procurement, john.kostyniuk@vpra.virginia.gov. Questions concerning this RFP must be received via email no later than: 09/12/2022 @ 5:00PM. All email communications shall contain "RFP 1-001-22-0002" in the subject line followed by the Offeror's name.

Proposals must be received electronically by VPRA's office of procurement on or before the date and time designated on this solicitation. Hard-copy and facsimile submissions will not be accepted in lieu of electronic submissions. Offerors are responsible for the timely delivery of their proposal. Proposals received after the official date and time will be rejected. The official date and time used in receipt of responses is the timestamp associated when emails are received at proposals@vpra.virginia.gov

VIRGINIA PASSENGER RAIL AUTHORITY
RFP No. 1-001-22-0002-VPRA

CONSULTANT INFORMATION AND ACKNOWLEDGEMENT

A. Contact Information

Company Name: _____

Address: _____

Phone: () _____

Fax Number: () _____

DUNS NO.: _____

FEI/FIN NO.: _____

Website: _____

B. Offeror's Point of Contact (POC)

Name: _____

Title: _____

Phone (Work): _____

Phone (Mobile): _____

Email: _____

C. DBE / Small, Minority & Woman Owned Business Information

(Please check all that apply)

Federal Classifications:

DBE: () YES () NO CERTIFICATION#: _____

ISSUING BODY: _____

Out of State firm that is certified as a DBE by their home state's Unified Certification Program: () YES () NO

Commonwealth of Virginia Classifications (SWaMs):

Small/Micro Business: () YES () NO

Women-Owned Business: () YES () NO

Minority-Owned Business: () YES () NO

Service-Disabled Veteran
Owned Business: () YES () NO

DSBSD CERTIFIED: () YES () NO CERTIFICATION#: _____

Other Classifications:

Certified small, disadvantaged or veteran-owned business recognized by any other local, state, or federal government entity not listed above: () YES () NO

CERTIFICATION#: _____

ISSUING BODY: _____

D. Proprietary or Confidential Information

Does your proposal contain proprietary or confidential information? () YES () NO

If so, *complete and attach Appendix 2 with your proposal*

E. Addenda

Acknowledge your receipt of any addenda that may have been issued under this solicitation.

Addendum # _____

Addendum # _____

Addendum Date ____/____/____

Addendum Date ____/____/____

Addendum # _____

Addendum # _____

Addendum Date ____/____/____

Addendum Date ____/____/____

F. Acknowledgement

In compliance with this RFP and all the conditions imposed herein, Consultant, through its duly authorized representative, offers and agrees to furnish these services in accordance with the proposal.

By, _____
(signature)

(printed name)

Its, _____
(title)

Dated: _____

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EXHIBITS

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EXHIBIT 2	KEY PERSONNEL & OTHER CLASSIFICATIONS

ATTACHMENTS

ATTACHMENT A	GENERAL TERMS AND CONDITIONS
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ATTACHMENT E	STATE CORPORATION COMMISSION FORM
ATTACHMENT F	MONTHLY DBE PLAN REPORT*

SPECIAL PROVISIONS

SP 01LB	SPECIAL PROVISION INVOLVING PROPERTY AND FACILITIES OWNED, CONTROLLED OR UTILIZED BY CSX TRANSPORTATION, INC. AND THE NATIONAL RAILROAD PASSENGER CORPORATION
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APPENDICES

APPENDIX 1	EXCEPTIONS TO RFP DOCUMENTS FORM
APPENDIX 2	DISCLOSURE OF PROPRIETARY/CONFIDENTIAL INFORMATION FORM

* To be provided as an addendum to the RFP

1.0 PURPOSE; PROJECT OVERVIEW

- 1.1 The Virginia Passenger Rail Authority (VPRa) is issuing this Request for Proposal (RFP) to solicit proposals from qualified single entities or a team of firms to establish a contract through competitive negotiation for the procurement of project management support services for the expansion of, and modifications to, the Long Bridge Project (Project) which involves a 1.8-mile rail corridor extending between, but not including, the Rosslyn Interlocking near the Long Bridge Aquatics Center in Arlington, Virginia and the L'Enfant Interlocking near 12th Street, SW in the District of Columbia.
- 1.2 The purpose of the Project is to expand rail capacity in the corridor from two to four tracks, designed for interoperability with CSX Transportation (CSXT), but built primarily to increase passenger rail service. The Project is part of the larger Transforming Rail in Virginia program and will be administered by VPRa.

2.0 LEGAL AUTHORITY

- 2.1 VPRa was created by the Virginia General Assembly on July 1, 2020, pursuant to Va. Code § 33.2-287, *et seq.*, and established as “a body corporate and political subdivision of the Commonwealth....” Pursuant to its enabling legislation, VPRa administers all capital expansion projects, infrastructure, and land acquisitions related to the Transforming Rail in Virginia Program, which will double Amtrak state-supported service and increase Virginia Railway Express (VRE) service in Virginia over the next decade.
- 2.2 VPRa undertakes its procurements in accordance with the *Virginia Passenger Rail Authority Procurement Rules* dated May 23, 2022 (Procurement Rules). Offerors shall read and familiarize themselves with the Procurement Rules and the submittal of a Proposal shall constitute acceptance of the Procurement Rules for purposes of this procurement.
- 2.3 VPRa is exempt from the requirements of the Virginia Public Procurement Act (VPPA) (Va. Code § 2.2-4300 *et seq.*) and this procurement is not subject to or otherwise governed by the VPPA. Notwithstanding the foregoing, in accordance with Va. Code § 33.2-299.1, VPRa procures professional services consistent with the terms of Va. Code §§ 2.2-4302.2, -4303.1, and -4303.2.

3.0 STATEMENT OF NEEDS

- 3.1 The Statement of Needs is detailed in the following attached exhibits and incorporated by reference as part of this RFP:

1. **Exhibit 1 - SCOPE OF WORK**
2. **Exhibit 2 - KEY PERSONNEL & OTHER CLASSIFICATIONS**

4.0 PROCUREMENT SCHEDULE

- 4.1 VPRa currently anticipates conducting the procurement of the Contract in accordance with the following list of milestones leading to award of the contract.

Event/Milestone	Date/Date Range
Issue Date of RFP	08/29/2022

Pre-Proposal Conference	09/07/2022
Proposal Due Date	10/06/2022
Informal Interviews	October of 2022
Negotiations	November of 2022
Contract Award	01/24/2023

- 4.2 The foregoing schedule is subject to revision and VPRA reserves the right to modify this schedule as it finds necessary, in its sole discretion.

5.0 VPRA'S POINT OF CONTACT; COMMUNICATIONS

- 5.1 VPRA's sole point of contact (POC) for matters related to the RFP shall be John Kostyniuk, Director of Procurement. VPRA's POC is the only individual authorized to discuss this RFP with any interested parties, including Offerors. All communications with VPRA's POC about the Project or this RFP shall be by electronic mail addressed to: john.kostyniuk@vpri.virginia.gov.
- 5.2 VPRA disclaims the accuracy of information derived from any source other than VPRA's POC, and the use of any such information is at the sole risk of the Offeror.
- 5.3 Written communications to VPRA's POC from Offerors shall contain "RFP 1-001-22-0002" in the subject line followed by the Offeror's name.

6.0 QUESTIONS AND CLARIFICATIONS

- 6.1 All questions and requests for clarification regarding this RFP shall be submitted to VPRA's POC via electronic mail. No requests for additional information, clarification or any other communication should be directed to any other individual. NO ORAL REQUESTS FOR INFORMATION WILL BE ACCEPTED.
- 6.2 All questions or requests for clarification must be submitted by the due date and time set forth in the RFP. Questions or clarifications requested after such time will not be answered, unless VPRA elects, in its sole discretion, to do so.
- 6.3 VPRA will review all questions and/or requests for clarification received and respond in writing. If it deems appropriate, VPRA, in its sole discretion, may also modify the RFP Documents through an Addendum. Offerors shall base their Proposals on the terms and conditions of the RFP Documents included in the latest issued Addendum.
- 6.4 VPRA will not be bound by any oral communications, or written interpretations or clarifications that are not set forth in an Addendum.
- 6.5 VPRA, in its sole discretion, shall have the right to seek clarifications from any Offeror to fully understand information contained in the Proposal.

7.0 PRE-PROPOSAL CONFERENCE

- 7.1 VPRA will be hosting a Pre-Proposal Conference at 10:00 AM EDT on September 7, 2022 at the following location:

Truist Place
919 East Main St.
Virginia Room, 4th Floor
Richmond VA 23219

- 7.2 The purpose of the pre-proposal conference is to allow Offerors an opportunity to ask questions and obtain clarification relative to any facet of this solicitation. Offerors are strongly encouraged to submit questions in advance of the conference by emailing them to john.kostyniuk@vpri.virginia.gov.
- 7.3 Attendance at the pre-proposal conference is optional, however, Offerors who intend to submit a proposal are highly encouraged to be present. Offerors unable to attend in-person will be able to attend via webinar. Registration to attend the pre-proposal conference via webinar is required by September 5, 2022 at 11:59 PM. Offerors can register for the webinar at [Long Bridge RFP Pre-Proposal Meeting](#). No registration is required for in-person attendance.
- 7.4 Any questions and answers that are presented during the conference or any changes to the solicitation resulting from this conference will be issued in a written addendum to the solicitation.

8.0 QUALIFICATIONS; LICENSURE

- 8.1 Each business entity (prime and sub-consultants) on the proposed team who is practicing or offering to practice professional services in Virginia, including, but not limited to, those practicing or offering to practice engineering, surveying, hydrologic and hydraulic analysis, geotechnical analysis and landscape architecture, shall be required to possess the appropriate commercial professional registration and license details for all main and branch offices proposed for this Project, as well as appropriate individual registration and license details for those professional occupations.
- 8.2 Offerors are hereby advised that the Project may involve the multi-jurisdictional practice of professional services (Virginia and the District of Columbia). It is incumbent upon each Offeror to investigate all applicable licensure requirements and possess such qualifications as may be required for the performance of the Work at time of Proposal submittal. Failure to comply with the law with regard to any registration or licensure requirements, whether business, individual, or professional in nature may reject your Proposal, in the sole and reasonable discretion of VPRA, and in that event your Proposal may be returned without any consideration or evaluation. The requirements of this Section 8 are in addition to those set forth in the General Terms and Conditions (Attachment A).

9.0 DBE CONTRACT REQUIREMENTS; PROGRAM PLAN STATUS

- 9.1 VPRA anticipates receiving U.S. Department of Transportation financial assistance on this Project in the form a grant from the Federal Transit Administration (FTA) and, accordingly, the Contract will be subject to 49 C.F.R. Part 26.
- 9.2 A Disadvantaged Business Enterprise (DBE) Contract Goal will be established for this RFP and published in an addendum to be issued prior to the due date for proposals. The Offeror's Proposal shall include a description of their planned utilization of firms certified as DBEs on such form as required by VPRA.
- 9.3 No Offeror or Sub-offeror shall be considered a DBE unless certified as such by the Department of Small Business and Supplier Diversity (DSBSD) or the Metropolitan Washington Airports Authority (MWAA) by the due date for receipt of proposals. A list of

certified DBE firms is maintained on the DSBSD web site (www.sbsd.virginia.gov) under the DBE/SWAM Certification Directory link.

- 9.4 Offerors are encouraged to take all necessary and reasonable steps in good faith to ensure that firms certified as DBEs (as well as firms certified as small, minority-owned, women-owned or service disabled veteran-owned businesses) have the maximum opportunity to compete for and perform services on the Contract. If a portion of the work on the Project is to be subcontracted out, Offerors must seek out and consider DBEs as potential sub-offerors. Any agreement between an Offeror and a DBE whereby the DBE firm agrees not to participate in a proposal of another otherwise qualified Offeror is expressly prohibited.
- 9.5 Offerors and sub-offerors which are eligible for certification by DSBSD or MWAA (as a DBE or otherwise) but which are not able to obtain certification at time of the due date for proposals are nonetheless encouraged to pursue the appropriate credentialing as this may be of benefit to the firm(s) on future procurements.
- 9.6 VPRA is in the process of obtaining FTA approval of its DBE Program Plan and related items (the DBE Program Plan). The Contract will be subject to the DBE Program Plan once approved by the FTA.

10.0 PRE-SUBMITTAL OBLIGATIONS

- 10.1 Each Offeror shall be solely responsible for examining the RFP Documents, including any Addenda issued to such documents, and all conditions that may in any way affect its Proposal or the performance of the work on the Contract, including but not limited to:
 - 1. examining and carefully studying the RFP Documents, including any Addenda and other information or data identified in the RFP Documents;
 - 2. evaluating their organizational capacity to fulfill the requirements of the RFP in a timely and professional manner;
 - 3. addressing all potential issues and/or impacts involving third parties and ensuring all such issues and/or impacts have been included in the Offeror's Proposal;
 - 4. becoming familiar with and satisfying itself as to all federal, state, and local laws and regulations that may affect the cost, progress, or performance of its work on the Contract;
 - 5. determining that the RFP Documents are sufficient to indicate and convey understanding of all terms and conditions for the performance of Offeror's work on the Contract; and
 - 6. notifying VPRA in writing, in accordance with the processes set forth in Section 6.0, of all conflicts, errors, ambiguities, or discrepancies that Offeror discovers in the RFP Documents.
- 10.2 Any failure to fulfill these responsibilities is at the Offeror's sole risk and no relief will be provided by VPRA.

11.0 EXCEPTIONS

- 11.1 Upon ranking of qualified Offerors, VPRA will require submission of Appendix 1 from any top ranked Offeror that seeks to list exceptions to the RFP terms. RFP terms required by

any federal or state law, regulation or ordinance are not subject to negotiation or waiver by VPRA.

12.0 DESIGNATION OF CONFIDENTIAL INFORMATION

- 12.1 All Proposals submitted to VPRA become the property of VPRA and are subject to the disclosure requirements of the Virginia Freedom of Information Act (VFOIA) (Va. Code § 2.2-3700 *et seq.*). Offerors are advised to familiarize themselves with the provisions of VFOIA to ensure that documents identified as confidential will not be subject to disclosure under VFOIA. In no event shall the Commonwealth or VPRA be liable to an Offeror for the disclosure of all or a portion of a Proposal submitted pursuant to this request.
- 12.2 If a responding Offeror has special concerns about information that it desires to make available to VPRA, but that it believes constitutes a trade secret, proprietary information, or other confidential information exempted from disclosure, such responding Offeror should specifically and conspicuously designate that information as such in its Proposal and state in writing why protection of that information is needed in accordance with **Appendix 2**.
- 12.3 Blanket designations that do not identify the specific information shall not be acceptable and may be cause for VPRA to treat the entire Proposal as public information. Nothing contained in this provision shall modify or amend requirements and obligations imposed on VPRA by applicable law, and the applicable law(s) shall control in the event of a conflict between the procedures described above and any applicable law(s).
- 12.4 In the event VPRA receives a request for public disclosure of all or any portion of a Proposal identified as confidential, VPRA will attempt to notify the Offeror of the request, providing an opportunity for such Offeror to assert, in writing, claimed exemptions under the VFOIA or other Commonwealth law. VPRA will come to its own determination whether or not the requested materials are exempt from disclosure. In the event VPRA elects to disclose the requested materials, it will provide the Offeror advance notice of its intent to disclose.

13.0 PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS

13.1 *General Requirements*

- 1. In order to be considered for selection, Offerors must submit a complete written response to this RFP to: proposals@vpva.virginia.gov.
- 2. Proposals must be received by **2:00 PM, October 6, 2022**.
- 3. Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in the VPRA requiring prompt submission of missing information and/or giving a lowered evaluation of the Proposal. Proposals, which are substantially incomplete or lack key information, may be rejected by VPRA at its discretion.
- 4. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the Proposal should be numbered. The Proposal should contain a table of contents which cross-references the RFP requirements. Information which the Offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the Proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

5. Proposals should be prepared simply and economically, providing straightforward concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. Elaborate brochures and other representations beyond that sufficient to present a complete and effective proposal are not required and will not be utilized in the evaluation of the Proposal. VPRA wants to remind Offerors to be mindful about size limits when sending electronic Proposals to proposals@vpri.virginia.gov. VPRA can accept files up to 150 MB in size. If the response exceeds 150 MB, it is recommended that the file(s) be compressed and sent as an attachment, zip file, if possible. VPRA will only accept a downloadable link if the response cannot be compressed.
6. As used in this RFP, the terms "must", "shall", "should" and "may" identify the degree to which requirements are critical. "Must" and "shall" identify requirements whose absence will have a major negative impact on the suitability of the proposed solution. Items labelled as "should" or "may" are highly desirable, although their absence will not have a large impact and would be useful, but are not necessary. Depending on the overall response to the RFP, some individual "must" and "shall" items may not be fully satisfied, but it is the intent to satisfy most, if not all, "must" and "shall" requirements. The inability of an Offeror to satisfy a "must" or "shall" requirement does not automatically remove that Offeror from consideration; however, it may seriously affect the overall rating of the Offeror's Proposal. Once the Offeror and VPRA have entered into the Contract, the terms "must", "shall", "should" and "may" where used in those portions of the RFP incorporated into the Contract shall have their ordinary meaning.

13.2 *Specific Requirements*

1. Proposals should be as thorough and detailed as possible so that VPRA may properly evaluate the Offerors capabilities to provide the required services.
2. Offerors are required to submit the following items in order for their Proposal to be considered complete:

TAB 1: General (non-scoring)

The Offeror shall include the following documents as part of their submittal requirements under this tab:

- a. **the RFP Cover Sheet** shall be completely filled out and signed as required.
- b. **State Corporation Commission Form**, Attachment E; and
- c. **Proprietary/Confidential Information Designation Form**, Appendix 2 (if applicable).
- d. copies of all registrations and licenses for main and branch offices and copies of individual licenses for Key Personnel as issued by the Department of Professional and Occupational Regulation and such other applicable bodies.

TAB 2: Qualifications and Experience of Firm

The Offeror must describe the skills and qualifications it has available to perform the various types of tasks described in **Exhibit 1**, Statement of Work. The Offeror

shall provide all the following information concerning its company, and Sub-offerors:

- a. expertise and experience of the firm relative to the Statement of Work.
- b. a detailed statement indicating the organizational structure under which the firm proposes to conduct business. If more than one firm is involved in this project, state the type of arrangement between the firms, the percentage of work to be performed by each, a list of previous projects in which the firms have previously collaborated.
- c. an organizational chart showing all firms proposed and Key Personnel assignments and responsibilities as identified in **Exhibit 2**, Key Personnel & Other Classifications. Additional personnel classifications need to be identified on the organizational chart, but staff names shall not be included for these classifications.
- d. number, type, and value of current projects undertaken for the Commonwealth of Virginia, State of Maryland, District of Columbia, CSX Railroad, or Norfolk Southern Railroad, along with the names of the agency / company point of contact for each project.
- e. disclosure of any professional disciplinary judgements or actions taken against the Offeror or the Offeror's principles by professional regulatory bodies.

TAB 3: Similar Projects

A list of at least 3, but no more than 5 similar projects which best demonstrate the proposed team's expertise and qualifications for this Project. In each instance, the Offeror shall provide all the following information concerning the similar project:

- a. brief description of the project and explanation of how the project is similar to the Project described in the Statement of Work.
- b. references to include name, address, telephone number, and reference's role on the project (e.g., owner, contractor, engineer of record, etc.)
- c. project definitive cost estimate and final project expenditure. Offeror shall explain the circumstance and list the factors that resulted in the project being completed either over or under its definitive cost estimate.
- d. DBE/SWaM utilization compliance (i.e., satisfaction of contract goal).

TAB 4: Qualifications of Project Staff

The Offeror shall identify the Key Personnel who will be assigned to the Project as described in **Exhibit 2**, Key Personnel & Other Classifications. The Offeror should describe how the Key Personnel will contribute towards completing the work and shall include a detailed resume for the Key Personnel disclosing relevant experience and certifications. The following information must be clearly displayed at the top of each resume:

- a. total applicable years of professional experience.
- b. total applicable years of professional experience with current employer.

- c. any degrees, list type of degree, major, name of the university and location.
- d. any professional certifications.

TAB 5: Qualifications of Project Manager

The Offeror shall identify the person for the position of Project Manager as described in **Exhibit 2**, Key Personnel & Other Classifications. The Offeror should describe how the Project Manager will contribute towards completing the work and shall include a detailed resume for the Project Manager disclosing relevant experience and certifications. The following information must be clearly displayed at the top of the resume:

- a. total applicable years of professional experience.
- b. total applicable years of professional experience with current employer.
- c. any degrees. Indicate type of degree, major, name of the university and location.
- d. any professional certifications.

TAB 6: Methodology / Approach

The Offeror must provide a detailed description of its understanding of the services to be provided with descriptions of the approach and procedures employed on similar projects elsewhere. Additional required elements shall include:

- a. a timeline demonstrating its ability to complete each phase of the Project on time as detailed in the Statement of Work.
- b. a description of any risks associated with the services to be provided along with proposed mitigation measures for each phase of the Project.
- c. a description of Offeror's quality control procedures and how they will be deployed towards the successful completion of the tasks described in the Statement of Work during each phase of the Project.

Where applicable, the Offeror may identify and describe any relevant support services that will be available to the VPRA relevant to the various types of tasks described in the Statement of Work.

TAB 7: Organizational Capacity

The Offeror shall describe its human and financial resources and discuss any issues which might positively or negatively impact its ability to fulfill the Statement of Work on schedule. Additional required elements shall include:

- a. disclosure of the location of its Offeror's primary office and Key Personnel as identified in **Exhibit 2**, Key Personnel & Other Classifications.
- b. disclosure of Offeror's current workload in the Mid-Atlantic region.

TAB 8: DBE Utilization/Status

The Offeror shall submit a DBE Utilization Plan and indicate their planned utilization of DSBSD or MWAA certified DBE businesses under the resulting Contract. The Offeror shall indicate their status as a DSBSD or MWAA certified DBE.

14.0 EVALUATION CRITERIA

14.1 Proposals will be evaluated and scored in accordance with the following criteria:

Description	Score
<i>Qualifications and Experience of Offeror (Tab 2):</i> Overall qualifications of the Offeror and the team to be assigned; prior work related to the work.	20 points
<i>Similar Projects (Tab 3):</i> The Offeror's experience related to projects similar to the Project as described in the Statement of Work.	10 points
<i>Qualifications and Experience of Project Staff (Tab 4):</i> The Assigned Project Manager's expertise, qualifications and experience in project management related to the work.	15 points
<i>Qualifications and Experience of Project Manager (Tab 5):</i> The Assigned Project Manager's expertise, qualifications and experience in project management related to the work.	10 points
<i>Methodology/Approach (Tab 6):</i> Soundness of the plan and creativity of approach towards the work; demonstrated understanding of the work and the needs of VPRA.	25 points
<i>Organizational Capacity (Tab 7):</i> Offeror's ability to timely perform the work given its current resources.	15 points
<i>DBE Utilization (Tab 8):</i> Offeror's plan to utilize firms certified as DBEs by DSBSD or MWAA; Offeror's status as a DBE.	5 Points
Total	100 points

15.0 INFORMAL INTERVIEWS

15.1 Upon completion of scoring, Offerors may be asked to participate in informal interviews, which may be repetitive, and may include each such Offeror giving an oral presentation of its Proposal. Informal interviews are designed to provide an opportunity for two or more selected Offerors to clarify or elaborate on the corresponding proposal. This is a fact finding and explanation session only and does not include negotiation. VPRA will schedule the time and location of these interviews. Informal interviews are optional to VPRA and may or may not be conducted.

16.0 RANKING, NEGOTIATION, AND AWARD OF THE CONTRACT

- 16.1 VPRA will select and rank in the order of preference two or more Offerors whose professional qualifications and proposed services are deemed most meritorious based on the evaluation factors included in the RFP.
- 16.2 Negotiations shall then be conducted, beginning with the Offeror ranked first. If a contract satisfactory and advantageous to VPRA can be negotiated at a price considered fair and reasonable and pursuant to contractual terms and conditions acceptable to VPRA, the award shall be made to that Offeror. Otherwise, negotiations with the Offeror ranked first shall be formally terminated and negotiations conducted with the Offeror ranked second, and so on until such a contract can be negotiated at a fair and reasonable price.
- 16.3 Should VPRA determine in writing and in its sole discretion that only one Offeror is fully qualified, or that one Offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that Offeror.
- 16.4 The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the successful offeror's Proposal as negotiated.
- 16.5 VPRA reserves the right to make multiple awards as a result of this solicitation.
- 16.6 Notice of the Award will be published on VPRA's website and remain available for public viewing for at least ten (10) days.

17.0 CONTRACT EXECUTION/NOTICE TO PROCEED

- 17.1 Upon Award of Contract, VPRA will deliver an executed copy of the Contract to the successful Offeror, who shall execute and deliver such copy to VPRA within seven (7) days of receipt.
- 17.2 No work shall be performed by the successful Offeror under the Contract until the successful Offeror has been given a written NTP by the VPRA.

18.0 REPORTING AND DELIVERY REQUIREMENTS

- 18.1 **Meetings and Reviews.** VPRA shall hold an initial conference with the Offeror at a place and time selected by VPRA for the purpose of reviewing the Offeror's schedules, procedures, methods, and to clarify any ambiguities that may then exist. The Offeror's Principal Officer and others requested by VPRA shall attend the conference. VPRA may request additional reviews during the Contract period to evaluate vendor performance and provide feedback.
- 18.2 **Annual Work Plans (AWP).** The VPRA will administer this contract through Annual Work Plans (AWP). The AWP will describe the work for the upcoming year and establish anticipated budget for the Work on an annual basis. An AWP will be prepared by the Offeror each year and approved by the VPRA on a fiscal-year basis (July 1 to June 30). The first AWP will be from the date of January 24, 2023 to June 30, 2024 and due to the VPRA 15 calendar days after the Contract is executed. Offeror's time spent developing AWP's are not invoiceable to the VPRA.
- 18.3 **Progress Reports.** Offerors must meet all due dates within the agreed work plans. To provide feedback to VPRA concerning this requirement, the Offeror shall submit monthly progress reports providing detailed information on the status of the work effort on each of the various project tasks. The progress reports shall include total authorized funds and expended funds to date. It shall summarize all work efforts in the reporting period including

personnel and hourly utilization. It shall also discuss any anticipated difficulties and proposed resolution.

- 18.4 **DBE Utilization Reporting.** The Offeror shall provide to VPRA with documentation that the Offeror has utilized DBE businesses in accordance with the Offeror's DBE Utilization Plan (**Attachment D** of the RFP). Said documentation shall be provided monthly or as required by VPRA. The Offeror shall use **Attachment F** (Monthly DBE Plan Report) or other form approved by VPRA to report amounts paid to DBEs (as well as firms certified as small, minority-owned, women-owned or service disabled veteran-owned businesses). Said attachment or other approved form shall be submitted with the monthly progress reports addressed above.

19.0 APPLICABLE COST PRINCIPLES; ACCOUNTING REQUIREMENTS

- 19.1 This Contract will be performed and audited in accordance with 48 C.F.R Part 31, "Contract Cost Principles and Procedures," (FAR Part 31), which provisions are incorporated herein by reference. To be eligible for reimbursement, the Consultant's costs must (1) be incurred in accordance with the terms of an agreed annual work plan; (2) be in accordance with the final approved Fee Schedule; and (3) comply with cost principles set forth in FAR Part 31. All Offerors submitting Proposals (prime consultants, joint ventures and sub-consultants) must have internal control systems in place that meet federal requirements for accounting. These systems must comply with requirements of FAR Part 31 and be sufficient to exclude unallowable cost items from Project invoicing to VPRA.

20.0 ORGANIZATIONAL CONFLICTS OF INTEREST

- 20.1 Matters involving real or perceived organizational conflicts of interest will be administered in accordance with VPRA's Organizational Conflict of Interest Policy (the "OCI Policy") which is available at <https://vapassengerrailauthority.org/do-business-with-us/current-rfps>.
- 20.2 Offerors are notified that prior or existing contractual obligations between a company and a federal or state agency relative to the RFP or VPRA's programs may present a conflict of interest or unfair competitive advantage. Each Offeror shall require its proposed team members to identify potential conflicts of interest of a real or perceived unfair competitive advantage relative to this procurement. In accordance with the OCI Policy, Offerors shall promptly request an organizational conflict of interest determination from VPRA when they are unclear as to whether a particular circumstance may give rise to a an actual, potential or perceived organizational conflict of interest.
- 20.3 VPRA shall have sole discretion as relates to determinations involving organizational conflicts of interest on this RFP. Any firm determined to have an organizational conflict of interest that cannot be mitigated or otherwise waived when determined to be in the public interest, shall not be allowed to participate in the procurement. Failure to abide by VPRA's determination in this matter may result in a Proposal being declared non-responsive.

21.0 LIQUIDATED DAMAGES

- 21.1 Except as permissible under Section 4 of the General Terms and Conditions, any changes in Key Personnel by Consultant made without VPRA's prior written consent may, without waiver of VPRA's other remedies, result in the imposition of liquidated damages for each such individual replaced. If applicable to this procurement, such liquidated damages will be negotiated by the parties and included within the final approved Fee Schedule.
- 21.2 Liquidated damages due and payable by Consultant pursuant to this Section 21 may be retained by VPRA from, and offset against, monies due or to become due to Consultant and, if none, or at VPRA's election, VPRA may invoice the Consultant for the liquidated

damages as they become due and payable by the Consultant. Consultant agrees to pay all applicable liquidated damages within thirty (30) days of receipt of invoicing from VPRA. The payment of such liquidated damages shall not relieve Consultant from its other obligations under the Contract.

22.0 DURATION OF PROPOSAL

- 22.1 The Proposal shall be binding upon the Offeror for ninety (90) days following the due date for proposal submittal. If not withdrawn at that time, the Proposal shall remain effective until an award is made or the solicitation is cancelled.

23.0 PROCUREMENT DECISION APPEALS

- 23.1 Any Offeror who desires to file a procurement decision appeal (other than matters involving organizational conflicts of interest) must do so in accordance with sections 7.3, 7.4, and 7.5 of the Procurement Rules. Procurement decision appeals will be administered in accordance with the Procurement Rules.

24.0 NO ASSUMPTION OF LIABILITY

- 24.1 VPRA assumes no obligations, responsibilities, and liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred or alleged to have been incurred by parties considering a response to and/or responding to this RFP. All of such costs shall be borne solely by each Offeror and its team members.
- 24.2 In no event shall VPRA be bound by, or liable for, any obligations with respect to the RFP until such time (if at all) a contract, in form and substance satisfactory to VPRA, has been executed and authorized by VPRA and, then, only to the extent set forth therein.

25.0 RESERVATION OF RIGHTS

- 25.1 In connection with this procurement, VPRA reserves to itself all rights (which rights shall be exercisable by VPRA in its sole discretion) available to it under applicable law, including without limitation, the following, with or without cause and with or without notice:
1. The right to cancel, withdraw, postpone or extend this RFP in whole or in part at any time prior to the execution by VPRA of the Contract, without incurring any obligations or liabilities.
 2. The right to issue a new RFP.
 3. The right to reject any and all submittals, responses and Proposals received at any time.
 4. The right to modify all dates set or projected in this RFP.
 5. The right to suspend and terminate the procurement process for the Project, at any time.
 6. The right to waive or permit corrections to data submitted with any response to this RFP until such time as VPRA declares in writing that a particular stage or phase of its review of the responses to this RFP has been completed and closed.
 7. The right to issue addenda, supplements, and modifications to this RFP.

8. The right to permit submittal of Addenda and supplements to data previously provided with any response to this RFP until such time as VPRA declares in writing that a particular stage or phase of its review of the responses to this RFP has been completed and closed.
9. The right to hold meetings and conduct discussions and correspondence with one or more of the Offerors responding to this RFP to seek an improved understanding of the responses to this RFP.
10. The right to seek or obtain data from any source that has the potential to improve the understanding and evaluation of the responses to the RFP, including the right to seek clarifications from Offerors.
11. The right to permit Offerors to add or delete firms and/or key personnel until such time as VPRA declares in writing that a particular stage or phase of its review has been completed and closed.
12. The right to add or delete Offeror responsibilities from the information contained in this RFP.
13. The right to waive deficiencies, informalities and irregularities in a Proposal, accept and review a non-conforming Proposal or seek clarifications or supplements to a Proposal.
14. The right to disqualify any Offeror that changes its submittal without VPRA approval.
15. The right to change the method of award at any time prior to submission of the proposals.
16. The right to respond to all, some, or none of the inquiries, questions and/or request for clarifications received relative to the RFP.

26.0 COMPLIANCE WITH LAW IN VIRGINIA

- 26.1 Failure to comply with the law with regard to those legal requirements in Virginia (whether federal or state) regarding the Offeror's ability to lawfully offer and perform any services proposed or related to the Project may be cause for rejection of an Offeror's Proposal, in the sole and reasonable discretion of VPRA, and in that event an Offeror's Proposal submittal may be returned without any consideration for selection of contract award.

27.0 ETHICS IN PUBLIC CONTRACTING

- 27.1 By submitting their proposals, Offerors certify that their proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other Offeror, supplier, manufacturer or subcontractor in connection with their Proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

28.0 REPRESENTATIONS

- 28.1 The Offeror hereby represents and warrants that (1) as of the date hereof, and on and as of the date of the provision of goods or services contemplated herein, the Offeror is duly organized, validly existing and in good standing under the laws of its jurisdiction of organization; and (2) the Offeror has the full right, power and authority and has taken all

necessary action under the laws of its jurisdiction of organization to authorize it to execute and deliver a Contract, to consummate the transactions contemplated hereby and in the Contract and to perform its obligations thereunder. The Offeror hereby agrees to furnish to the VPRA any and all certificates of governmental authorities and/or officers or directors of the Offeror that the VPRA may reasonably require in order to confirm the due authorization and execution of the Proposal and the Contract and the Offeror's right, title and authority to perform its obligations under the Contract.

29.0 MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS

- 29.1 Failure to submit a proposal on the official VPRA or state form provided for that purpose may be a cause for rejection of the Proposal. Modification of or additions to the General and/or Special Terms and Conditions of the solicitation may be cause for rejection of the Proposal; however, the VPRA reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a Proposal.

30.0 RFP DOCUMENTS

- 30.1 The documents included within this RFP shall consist of the RFP cover page, these RFP terms, as well as any attachments, exhibits, special provisions, appendices, and addenda.
- 30.2 Addenda to the RFP Documents, if any, will be posted on VPRA's website at [Current RFPs - Virginia Passenger Rail Authority \(vpassengerrailauthority.org\)](http://vpassengerrailauthority.org). Hard copies of the RFP Documents and Addenda on file will be available upon request. If there is any conflict between the electronic format and hard copy of any RFP Documents or addenda, the hard copy on file shall control.

****END OF DOCUMENT****

EXHIBIT 1

STATEMENT OF WORK

1.0 OVERVIEW

- 1.1 The Virginia Passenger Rail Authority (VPRA) is seeking expressions of interest from consulting engineering firms who wish to be considered to provide project management support services for the expansion of, and modifications to, the Long Bridge Project (the Project). The contract will be administered by the VPRA. This contract may be funded in part by the Federal Transit Administration (FTA) and/or the Federal Railroad Administration (FRA).
- 1.2 The Project is a 1.8-mile rail corridor extending between, but not including, the Rosslyn (RO) Interlocking near the Long Bridge Aquatics Center in Arlington, Virginia and the L'Enfant (LE) Interlocking near 12th Street, SW in the District of Columbia. The Project's purpose is to expand rail capacity in the corridor from two to four tracks, designed for interoperability with CSX Transportation (CSXT), but built primarily to increase passenger rail service. The project is part of the larger Transforming Rail in Virginia program. The centerpiece of the Project is the new Long Bridge, a 2800-foot two-track thru-girder rail bridge over both the George Washington Memorial Parkway (GWMP) and the Potomac River to be located immediately northwest or upstream of the existing Long Bridge. In addition, a new bicycle and pedestrian bridge will be built adjacent to the new Long Bridge, between the new Long Bridge and the WMATA Yellow Line Bridge. Four other rail bridges and a replaced pedestrian bridge, as well as multiple retaining walls are also part of the project. Earthwork, utility relocations, environmental permitting, landscaping will be additional elements of work. The project must be ready for operations in 2030, to accommodate planned increases in rail service. Additional information can be found within the approved Long Bridge Environmental Impact Statement (EIS) linked here: <http://longbridgeproject.com/feisrod/>.
- 1.3 The scope of services under this RFP primarily includes Project Management support for the Project. The scope of services may include tasks in support of: design and construction management, procurement of construction contracts, environmental studies, plan reviews, analysis of cost data, development of independent estimates, reconciliation of quantity and costs differences, support for key stakeholder coordination including design, construction and agreement development support, development of reports and accurate cost projections, compliance with federal/state statutes covering improvements and support of construction activities and documents in accordance with VPRA's requirements for execution of the Project's QA/QC program, project management, administration and support in civil rights compliance, public affairs, communications, Transportation Management Plan (TMP) development and execution, and other relevant activities.
- 1.4 The selected consultant will be managed by VPRA personnel. VPRA personnel will be available to determine policy and make decisions as appropriate. VPRA reserves the right to supplement the selected consultant or staff if it is in the best interest of VPRA.

2.0 PROJECT SCHEDULE

- 2.1 VPRA is currently evaluating how best to package the Project work into contracts and which contract types to use. Currently under consideration are Design-Build (DB), Construction Manager/General Contractor (CM/GC), Progressive Design-Build (PDB), and Design-Bid-Build (DBB). The contract type(s) picked will vary the construction advertisement dates for the project. Generally, the work will be broken down into the following phases:

1. Pre-Construction Phase Q1 2023 through Q3 2024:

This phase will continue until the FTA Full Funding Grant Agreement (FFGA) is signed, which is currently projected to be October 2024 and marks the point when full construction may begin. During this phase, it is anticipated that the Consultant would oversee design reviews for the current designer developing the plans to 30% design, package the necessary documents for construction procurement, oversee final design, develop contractor oversight plans, pursue necessary construction permits, utility and stakeholder coordination, real estate acquisition support, and other activities needed to prepare the project for construction.

2. Construction Phase Q4 2024 through Q4 2030:

This phase will encompass active construction of the project, remaining design oversight, and continuing coordination with stakeholders, neighboring property owners, utilities, permitting agencies. Conducting the project's QA/QC program may be part of the Consultant's scope for this phase.

3. Post Construction Q2 2030 through Q2 2032:

This phase will commence once VPRA construction contract(s) are deemed Substantially Complete. This will include contract closeout, final as-builts, warranty oversight, and similar activities to bring the project to completion, including providing support to CSXT with final signal installation to prepare for operations by the end of 2030.

3.0 DETAIL

- 3.1 The project management services required for this Contract may include, but are not limited to the following:

3.1.1 Pre-Construction Phase Services:

a. Project Management:

- 1) Oversight and implementation of Project controls, including forensic scheduling, estimating, Project documentation systems and claim avoidance and review.
- 2) Oversight and administration of third-party contracts with an emphasis on third party contractor compliance with the applicable contract documents as well as any applicable Federal, State or local law, regulation or ordinance.
- 3) Project communication electronic network for internal and external project participants may be required.

b. Engineering Support Services:

- 1) Provide Technical expertise in disciplines including but not limited to rail, roadway, drainage, marine structures, coastal systems, bridges, retaining walls, traffic operations modeling, and other aspects of infrastructure development.

c. Develop and/or review of special provisions.

- d. *Analyze/perform reviews of submittals/deliverables (engineering and/or construction).*
- e. *Facilitate acceptance by appropriate Authorities Having Jurisdiction (AHJs).*
- f. *Contract administration—procurement oversight support for VPRA's construction contracts, claims avoidance management, change order management.*
- g. *Project controls—cost estimating and management, schedule control, invoice review, progress reporting internally and externally.*
- h. *Support project coordination efforts with project stakeholders and cooperating agencies to include: the District of Columbia, National Park Service, Arlington County, Metropolitan Washington Airports Authority, Federal Aviation Administration, Federal Transit Administration, Federal Railroad Administration, US Coast Guard, US Army Corps of Engineers, and other federal, state, and local permitting agencies, as well as private landowners, including obtaining preliminary construction permits and developing necessary agreements.*
- i. *Provide necessary office support: administrative assistance, document control, information technology, and potentially office space and an electronic communications/document control system.*
- j. *Provide appropriate training and badging for Project staff.*
- k. *Environmental Services:*
 - 1) Preparation of environmental studies.
 - 2) Preparation and/or review of documentation in accordance with the National Environmental Policy Act (NEPA) as amended (42 USC §4321 et. seq. and 23 CFR pt. 771) and/or with Virginia or District of Columbia requirements.
 - 3) Permit determinations using standard documentation.
 - 4) Wetland delineation and mitigation services.
 - 5) Threatened and Endangered Species studies.
 - 6) Preparation and review of all necessary permit applications and subsequent presentation at Interagency Coordination Meetings. Tracking of permit obligations and compliance.
 - 7) Cultural Resource services including Section 106 coordination.
 - 8) Performance of hazardous materials investigations.
 - 9) Preparation of air, noise, and vibration monitoring, impact analysis, and abatement.
 - 10) Tracking of environmental commitments.

l. Right of Way and Utility Services:

- 1) Acquisition oversight and coordination.
- 2) Appraisal reviews.
- 3) Utility relocation oversight.

m. Traffic Management Plan (TMP) and Coordination:

- 1) Review and/or develop Traffic Management Plans for roadway and waterway traffic.
- 2) Oversee congestion management activities, maintenance of traffic.
- 3) Liaise with first responders and traffic operations centers.
- 4) Review and conduct independent analyses of traffic operational and safety impacts of construction and incidents on freeways, signals, and surrounding local roads.

n. Traffic Planning, Forecasting, Design:

- 1) Review traffic engineering forecasts and/or perform predictive traffic modeling.
- 2) Review and/or develop Interchange Modification/Justification Report (IMR/IJR) including operational and traffic analysis.

o. Public Affairs / Outreach Management:

- 1) Provide public affairs and communications expertise.
- 2) Develop and implement communications strategies and tools.
- 3) Develop, disseminate and maintain information to communicate key construction information and issues to affected audiences.
- 4) Develop and implement public education strategies and programs.

p. Other Services as may be necessary for:

- 1) Preliminary Engineering.
- 2) Value Engineering.

3.2.1 Construction Phase Services:

a. Continuation of relevant services from the Pre-Construction Phase.

b. Construction Management and Inspection Services:

- 1) Provide Independent verification of Contractor's quality processes.
- 2) Provide construction engineering management and inspection.

- 3) Facilitate Project Partnering activities.
- 4) Special Inspection and building permit management.
- 5) Shop drawing review.
- 6) Historic preservation.
- 7) Documentation of pre-construction conditions.
- 8) Payroll monitoring.
- 9) Invoice review/progress estimation.
- 10) Punchlist management.

c. QA/QC Program Execution and Materials Services:

- 1) Execute the Project's Quality Assurance / Quality Control (QA/QC) program as determined during Pre-Construction phase.
- 2) Provide Instrumentation, field investigation, and materials testing capabilities.
- 3) Provide geotechnical engineering design and construction support services.

d. Safety Program:

- 1) Construction oversight and monitoring.
- 2) Work Zone review and oversight.

e. Disadvantaged Business Enterprise (DBE) and Small Business (SWaM) Subcontracting:

- 1) Provide administrative support for monitoring DBE and SWaM programs, information collection and reporting, workforce utilization and contractor compliance guidance, support services and training programs.

3.3.1 Post-Construction Services:

a. Continuation of relevant services from Pre-Construction and Construction Phase:

b. Activities necessary to bring project to a conclusion:

- 1) Management of contract closeout, warranties, final documents, final payments, and any other activities to conclude the project.

3.4.1 Miscellaneous Services and Support:

- a. The Consultant shall furnish other necessary engineering or support services to facilitate the success of the Project, including QA/QC aspects of products and services provided.*

b. Compliance Support Services:

- 1) Consultant shall be capable of supporting VPRA's administrative obligations relative to state and federal grant programs. In the event the Project is funded by the Federal Transit Administration, these functions shall include compliance support services relative to the VPRA's administrative obligations under the Common Grant Rules (49 C.F.R. Part 18), Master Grant Agreement, and FTA Circular C4220.1F. These services could potentially entail, but are in no means limited to, (1) development of any policies, procedures and/or systems required by a funding partner; (2) preparation and submittal of reports required by any funding partner, and (3) review an oversight of VPRA's contract administration system to ensure the accuracy and reliability of Project data and overall proper system functionality (i.e., ensuring that the system is adequate to perform the functions required under any applicable grant program).

c. The Scope of Work is to be accomplished utilizing computerized design and drafting systems. The Consultant must integrate these systems with VPRA's automated design and drafting systems once VPRA systems are operational.

d. This Project will be developed utilizing VPRA's policies and procedures and FTA and/or FRA requirements and guidelines.

e. The Consultant may be asked to develop and administer a Project Labor Agreement.

f. The Consultant may be asked to provide office space as needed for Project forces.

****END OF DOCUMENT****

EXHIBIT 2

KEY PERSONNEL & OTHER CLASSIFICATIONS

1.0 KEY PERSONNEL POSITIONS:

- 1.1 Key Personnel shall have appropriate depth of experience and capability as evidenced in their resumes to meet the requirements set forth in this RFP. Specific responsibilities and preferred qualifications are given in the table below.
 1. The following are the Key Personnel positions for this Contract. Only one individual will be permitted for each of the Key Personnel classifications.
 - 1) PMSS Project Manager
 - 2) Project Controls Manager
 - 3) Engineering Manager
 - 4) Construction Manager
 - 5) Stakeholder Manager
 - 6) Environmental Manager
 - 7) Public Outreach Manager
- 1.2 Only one individual will be permitted for each of the Key Personnel classifications.
- 1.3 Full-time assignment to the Project office as noted above will continue for the duration necessary to support the Project's needs but may be assumed to extend at least through the end of Annual Work Plan (AWP) 3 (i.e. June 2025). Upon completion of AWP2, VPRA along with the consultants will reevaluate the needs for full time assignment for the purposes of preparing AWP 3. This re-evaluation will then occur on an annual basis at the time of each AWP preparation.
- 1.4 It is anticipated that some consultant staff will be co-located at the designated Project office. In addition, it is anticipated that inspection staff will be co-located in a field office during project construction phases.

2.0 KEY PERSONNEL POSITION DESCRIPTIONS:

1.1 Below is a listing of anticipated classifications and associated descriptions for Key Personnel for this Contract. Resumes for these positions are required.

#	Classification	Responsibilities	Qualifications
1.	Project Manager	<ul style="list-style-type: none"> • Holds the Consultant's leadership role for the Project. • Directly supports VPRA's project leadership to enable successful on-time and on-schedule delivery of the Project/Tasks. • Responsible for management and oversight of the Project/ Tasks, including coordinating with stakeholders and meeting all federal requirements. • Represents the team on technical discussions and has the technical to discuss and resolve technical issues. • Sees the Project's "big picture" beyond engineering and construction requirements and understands their interface with the Project's objectives. • Able to act decisively and timely to ensure VPRA's schedule responsibilities are met. • Able to balance technical constraints, policy goals, and stakeholder needs to recommend optimal solutions to difficult issues. 	<ul style="list-style-type: none"> • Typically would possess more than 20 years of experience in transportation infrastructure development and construction, including heavy rail. • Demonstrated experience in similar roles/responsibilities as consultant project manager on past projects of similar magnitude and complexity. • Demonstrated knowledge of public policy and business practices related to transportation issues. • Demonstrated familiarity with state rail and FTA/FRA policies and procedures. • Demonstrated skill in maneuvering through complex political situations with sensitivity to how people and organizations function, as well as negotiating and leading discussions to reach positive outcomes. • Demonstrated knowledge, skills, and experience to manage, coordinate, and oversee multiple projects/tasks to meet on-time, on-budget, high quality business objectives. • Virginia or District of Columbia Professional Engineer License preferred. • BS in Civil Engineering or related field.

#	Classification	Responsibilities	Qualifications
2.	Project Controls Manager	<ul style="list-style-type: none"> • Is the management and administrative lead for Consultant staff resourcing and contract management. • Holds the leadership role in the management and timely delivery of sufficient quality and quantity of support services to the Project. • Has full authority to commit consultant resources and is ultimately responsible for the timely, high-quality execution of contract tasks and products. • Responsible for monitoring contract task schedule and budgets. • Responsible for overall management of consultant invoicing and management of sub consultants. • Matches consultant staff to assigned task order and make recommendations on project staffing. • Oversee Scheduling, Cost Estimating, and Contracts staff to ascertain that Project goals, responsibilities, and schedules are achieved. • Supports the contractor payment process including invoice analysis, prepares and analyzes cost estimates for various design and construction applications, supports change/work order management and tracking, supports and leads teams in analyzing and responding to claims, disputes, and other similar activities. • Interfaces with the project development processes and supports by preparing contract time determination reports, performing constructability review, and other similar support type applications. • Establishes and manages processes and procedures for both cost and schedule assessment, forecasting corrective actions review, progress measurement, reporting and productivity analysis • Establishes and manages processes and procedures to report contract, cost, schedule metrics to VPRA, etc. (includes forecasting and trend analysis as needed) • Oversees and competently maintains internal budgets and provides oversight of project budgets • Provides a programmatic document control and tracking system for correspondence, notices, and any other type of project and or contract documentation. • 	<ul style="list-style-type: none"> • Demonstrated experience in similar roles/responsibilities as consultant contract manager on a project of similar magnitude and complexity. • Demonstrated knowledge of public policy and business practices related to transportation issues. • Demonstrated knowledge, skills, and experience to manage, coordinate, and oversee multiple project support efforts to meet on-time, on-budget, high quality business objectives. • Typically possesses more than 15 years of experience in transportation infrastructure development and construction. • Typically possesses more than 10 years of experience in Project Controls.

3.	Engineering Manager	<ul style="list-style-type: none"> • Supports VPRA's project leadership while coordinating with other Project leads. • Performs management and general administrative role for oversight of engineering services and understanding their interface with the Project's objectives. • Able to act decisively and timely to ensure VPRA's schedule responsibilities are met. • Able to balance engineering constraints, policy goals, and stakeholder needs to recommend optimal solutions to difficult issues. • Has authority to commit consultant engineering resources and is ultimately responsible for the timely, high-quality execution of tasks and products. • Establishes and manages process to ensure timely reviews of and responses to all engineering submittals. • Ensures technical staff conduct their work with the appropriate project delivery mindset rather than defaulting to a "design-bid-build mindset." • Establishes process to review comments for appropriateness, assess dispositions and bring comments to timely resolution. • Establishes and leads a technical issues escalation process that solves all issues early and at the lowest level possible. • Responsible for recording and managing key engineering decisions. Records shall provide all back up material necessary for the defense of potential future change orders and/or claims. • On a regular basis keeps the overall Project Team informed of engineering decisions and issues. • Facilitates Project acceptance by appropriate Authorities Having Jurisdiction (AHJs). 	<ul style="list-style-type: none"> • Typically would possess more than 20 years of experience in transportation infrastructure development and construction. • Demonstrated experience in similar roles/responsibilities as Engineering Manager on past projects of similar magnitude and complexity. • Demonstrated skill in maneuvering through complex political situations with sensitivity to how people and organizations function, as well as negotiating and leading discussions to reach positive outcomes. • Demonstrated knowledge, skills, and experience to manage, coordinate, and oversee multiple project support efforts in order to meet on-time, on-budget, high quality business objectives. • Demonstrated knowledge of public policy and business practices related to transportation issues. • VA or DC Professional Engineer license required. • BS in Civil Engineering or related field.
4.	Construction Manager	<ul style="list-style-type: none"> • Manages the assigned elements of a construction project to assure the contractor's compliance with the plans and contract documents, manage project personnel, inspection, materials quality control and quality assurance testing, project documentation, project budget and schedule, and contract administration responsibilities under the direction of the VPRA Project Manager. • Analyzes and interprets project plans, contract language, and specifications to ensure project constructability. • Identifies design errors for the VPRA and determines impact for both the VPRA and Contractor 	<ul style="list-style-type: none"> • Expected to have twenty (20) or more years of experience in the management of transportation construction projects including considerable knowledge of: <ul style="list-style-type: none"> - Rail, roadway, structures, traffic engineering, construction methods, procedures, practices, plans, specifications, and contracts. - Relevant jurisdiction's Road and Bridge Specifications, Road and Bridge Standards, Construction Manual, Inspector Manual, and Manual for Uniform Traffic Control Devices.

		<ul style="list-style-type: none"> • Makes recommendations for partial and final contractor payments. • Monitors project budgets/schedules and recommends adjustments to the Area Construction Engineer. • Supervises and manages project staff • Conducts pre-construction conference, utility coordination meetings, construction progress meetings, and other types of conferences and meetings • Writes project management correspondence, and reviews recommendations made by project staff • Recommends resolution of field construction problems and design changes. • Prepares/Reviews work orders and perform analysis including: <ul style="list-style-type: none"> - Independent detailed construction estimates. - Time impact analysis. • Seeks input from the project controls group regarding the schedule/cost impact • Works with the project design group, materials, environmental, traffic engineering right of way, the public and all other parties necessary to meet contract schedules and requirements. 	<ul style="list-style-type: none"> - Materials used and performance, environmental, legal, and safety responsibilities related to construction of transportation facilities. - Use of electronic data processing equipment and contract management software. • Proficient with the following skills: <ul style="list-style-type: none"> - Use of survey, nuclear density, and materials testing equipment, - Functional computer usage including familiarity with Microsoft office suite software. • Must have the ability to: <ul style="list-style-type: none"> - Conduct constructability and bid ability reviews, and cost and schedule analysis. - Supervise and manage employee work groups. - Interpret rail, roadway and bridge plans, specifications, and contracts. - Prepare technical, financial, administrative, and explanatory correspondence. - Perform proficient task and time management. • A Bachelor's degree in Civil Engineering or related field from an ABET accredited university may substitute five (5) years of experience. <ul style="list-style-type: none"> • Prefer a Certified Construction Manager (CCM).
5.	Stakeholder Manager	<ul style="list-style-type: none"> • Supports VPRA's project leadership while coordinating with other Project leads • Performs management and general administrative role for oversight of stakeholder management and understanding their interface with the Project's objectives. • Able to act decisively and timely to ensure VPRA's schedule responsibilities are met • Oversee Project Permitting, Utilities, Right-of-Way management and acquisition, Agreements and general stakeholder coordination • Main point of contact for localities and government agencies such as VDOT, Arlington County, NPS, DDOT, and any neighboring property owners for technical issues • Able to balance engineering constraints, policy goals, and stakeholder needs to recommend optimal solutions to difficult issues 	<ul style="list-style-type: none"> • Typically would possess more than 15 years of experience in transportation infrastructure development and construction. • Demonstrated experience in similar roles/responsibilities on past projects of similar magnitude and complexity. • Demonstrated skill in maneuvering through complex political situations with sensitivity to how people and organizations function, as well as negotiating and leading discussions to reach positive outcomes. • Demonstrated knowledge, skills, and experience to manage, coordinate, and oversee multiple project support efforts to meet on-time, on-budget, high quality business objectives. • Demonstrated knowledge of public policy and business practices related to

		<ul style="list-style-type: none"> • Has authority to commit consultant resources and is ultimately responsible for the timely, high quality execution of tasks and products. • Ensures technical staff conduct their work with the appropriate project delivery mindset rather than defaulting to a “design-bid-build mindset.” • Establishes process to review comments for appropriateness, assess dispositions and bring comments to timely resolution. • Establishes and leads a technical issues escalation process that solves all issues early and at the lowest level possible. • Responsible for recording and managing key stakeholder decisions. Records shall provide all back up material necessary for the defense of potential future change orders and/or claims. • On a regular basis keeps the overall Project Team informed of stakeholder decisions and issues. 	<p>transportation issues.</p> <ul style="list-style-type: none"> • DC or VA Professional Engineer license required. • BS in Civil Engineering or related field.
6.	Environmental Manager	<ul style="list-style-type: none"> • Administers environmental documents to satisfy the National Environmental Policy Act (NEPA) and related studies/requirements, including: • Permit determinations using standard appropriate documentation. • Wetland delineation and mitigation services. • Threatened and Endangered Species studies. • Preparation and review of all necessary permit applications and subsequent presentation at Interagency Coordination Meetings • Cultural Resource services including Section 106 coordination • Performance of hazardous materials investigations. • Preparation of air, noise, and vibration impact analysis and abatement. • Develop, review, monitor, and coordinate permits. • Monitor and review Construction Phase mitigation measures. • Investigate land and marine environmental incidents during construction. • Conduct Wildlife habitat and water quality studies. 	<ul style="list-style-type: none"> • Typically would possess more than 15 years of experience in transportation infrastructure development and construction, 10 of which would be in the management of environmental permitting and studies. • Demonstrated experience in similar roles/responsibilities on past projects of similar magnitude and complexity. • Demonstrated skill in maneuvering through complex political situations with sensitivity to how people and organizations function, as well as negotiating and leading discussions to reach positive outcomes. • Demonstrated knowledge, skills, and experience to manage, coordinate, and oversee multiple project support efforts to meet on-time, on-budget, high quality business objectives. • Demonstrated knowledge of public policy and business practices related to transportation issues. • Bachelor's degree in Environmental Science or similar field.

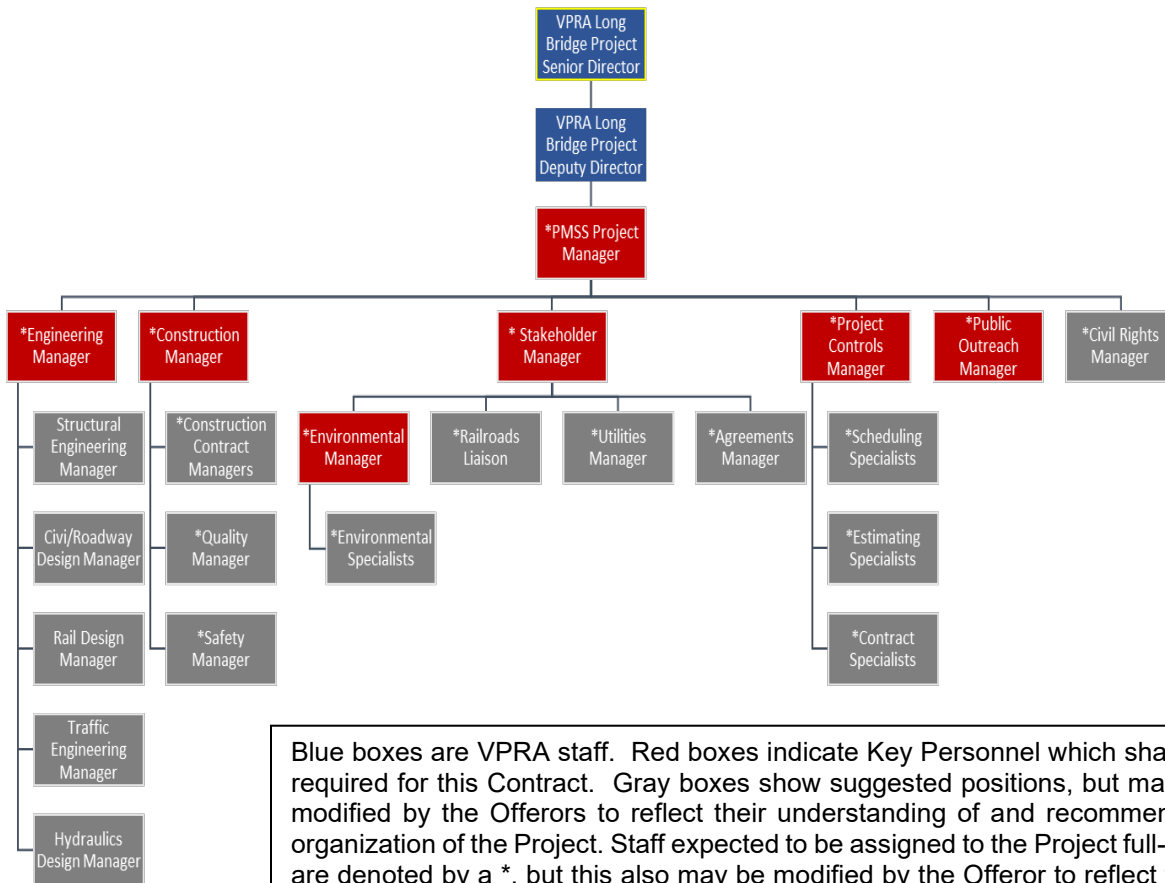
		<ul style="list-style-type: none"> • Able to balance engineering constraints, policy goals, and stakeholder needs to recommend optimal solutions to difficult issues. 	
7.	Public Relations Manager	<ul style="list-style-type: none"> • IN coordination with VPRA External Affairs supports the preparation of public meetings. • May support in Strategic Communication - Research, write and edit collateral materials including newsletters, PowerPoint presentations, news releases, fact sheets, brochures, and scripts. Present to various audiences. Ensure real-time traffic information is delivered effectively and efficiently through a variety of means. • May Support in Media Relations - Develop and administer proactive media relations programs, fostering transparent, open and positive relationships. Using journalistic style and knowledge of media operations, research and write news releases, media advisories and other materials, and distribute to media to meet deadlines. Work with VPRA External Affairs and Communications to market news and feature stories to media contacts reflecting favorably on VPRA. • May provide executive Counsel - Executive Counsel - Advise VPRA project managers on identifying and solving communications issues and challenges. Write speeches; prepare presentations and other communications materials for senior district and central office staff. Work closely with VPRA External Affairs and 	<ul style="list-style-type: none"> • Typically possesses more than 15 years' experience in relevant area of expertise in the transportation infrastructure development and construction. • Demonstrated experience in similar roles/responsibilities on complex major transportation infrastructure programs or projects. • Advanced degree in public relations, communications or related field preferred. • Ability to operate computer, Microsoft Office software, 35 MM and digital camera. • Demonstrated ability to positively represent project team in front of media, citizens, and elected officials. Advanced ability to make presentations and to perform as spokesperson. • Demonstrated ability to communicate effectively both orally and in writing with a variety of individuals and groups, including the media, in news writing and use of journalistic style. • Advanced knowledge of printing and publications procedures, and use of internet and social media. • Advanced knowledge of strategic communications planning including media relations, emergency response and executive leadership counsel.

		<p>Communications group.</p> <ul style="list-style-type: none"> • May support district communications team in emergency response - Emergency Response - Provide critical information to citizens before, during and after natural disasters, emergencies and traffic congestion-causing incidents adhering to VPRA public affairs emergency protocols. • Viewed as a technical expert resolving problems of greater scope and complexity. • May plan or develop project activities which have significant impacts on programs or projects. • May plan, organize, and supervise a group of professionals and technicians. 	
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3.0 PROJECT ORGANIZATION

- 3.1 A summary of the anticipated organizational structure for this Contract is as shown below. The Personnel for this contract are shown in red boxes and are required for this contract. The gray boxes are suggested positions, but may be modified by the Offerors. The Offerors may propose a different organization for Key Personnel and other positions. It is expected that Offerors will expand the organizational chart beyond what is shown below to reflect what they consider to be an effective and efficient management structure for the Project. The Offeror shall provide written descriptions for proposed responsibilities and qualifications for all proposed positions.

PROJECT ORGANIZATIONAL CHART



****END OF DOCUMENT****

ATTACHMENT A

General Terms and Conditions

1. NATURE OF RELATIONSHIP

The Consultant shall be acting as an independent contractor. Neither the Consultant nor employees of the Consultant are employees of VPRA under the meaning or application of any federal or state unemployment or insurance laws or workers' compensation laws, or otherwise. The Consultant shall assume all liabilities or obligations imposed by any one or more of such laws with respect to employees of Consultant in the performance of this Contract. The Consultant shall not have any authority to assume or create any obligation, express or implied, on behalf of VPRA, and the Consultant shall have no authority to represent itself as an agent, employee, or in any other capacity of VPRA. Any Consultant employee who is assigned a VPRA email account shall identify the name of the firm under which they are employed in the signature block and shall clearly indicate that they are not employees of VPRA. In addition, while attending any meetings for assignments under this contract, the Consultant employee(s) shall introduce themselves as a Consultant to VPRA while also noting the name of the company they are employed with. For the avoidance of doubt, in no instance, shall the Consultant employee(s) identify themselves as employees of VPRA.

2. CONSULTANT'S MANAGEMENT OF THE WORK

The Consultant shall be responsible for completely supervising and directing the work under this Contract and all subcontractors that it may utilize with the prior written consent of VPRA, using its best skill and attention. Subcontractors who perform work under this Contract shall be responsible to the Consultant, and the Consultant agrees that it is as fully responsible for the acts and omissions of its subcontractors as it is for the acts and omissions of its own employees. The control and supervision of all phases of the services provided by the Consultant shall be under the direction of a Project/Contracts Manager. The Project/Contracts Manager shall manage the services provided under this Contract until all services have been completed.

3. QUALIFICATIONS OF STAFF

A competent staff, adequate in number and experience to perform the described services in the prescribed time, shall be assigned at all times. The Consultant shall remove or replace, or have removed or replaced, any personnel performing the work if VPRA has a reasonable objection to such person. Job duties and responsibilities of key personnel shall not be delegated to others for the duration of the Contract. If the services covered by this Contract include the practice of architecture, professional engineering, land surveying or certified landscape architecture, the Consultant or subcontractor shall have in responsible charge at each place of business a full-time resident Virginia licensed architect, professional engineer, land surveyor or certified landscape architect exercising supervision and control of the services of each profession being practiced. VPRA reserves the right to audit and refuse to process payment should there be findings associated with excessive hours to perform the required task or an excessive number of persons utilized to complete the necessary task.

4. CHANGES IN STAFF

The Consultant shall not change or substitute any key personnel including those identified in Consultant's proposal except due to voluntary or involuntary termination of employment, retirement, death, disability, incapacity, or as otherwise approved by VPRA. Unauthorized changes to the Consultant's team at any time during the Contract may result in termination of services. If extenuating circumstances as listed above require a change, the Consultant shall submit in writing to VPRA's Project Manager, who, in his/her sole discretion, will determine whether to authorize a change, with it being understood and agreed that the Consultant will provide VPRA at least thirty (30) days written notice of any request wherever practical. VPRA will have the right to review the qualifications of each individual proposed as a replacement and to approve or disapprove such individual prior to the commencement of any work by such individual. The individual proposed as a replacement shall be equally or more qualified than the key personnel that is being

replaced. The Consultant acknowledges that the discretionary reassignment of a key personnel to another project of the Consultant is not considered extenuating circumstance and will not be permitted.

5. OPERATING AUTHORITY AND CREDENTIALS OF VEHICLES

Wherever and whenever during the course of performing any work under this Contract, the Consultant will ensure that all vehicles utilized to accomplish the terms of the Contract are properly titled, registered, plated and have the required operating authority and credentials in accord with the *Code of Virginia*.

6. INSURANCE

The Consultant shall furnish certificates evidencing insurance as specified in the Insurance Requirements (Attachment C to RFP) to VPRA within 10 days of executing the Contract and prior to beginning any work on the project. The Consultant agrees to maintain insurance as specified in the Insurance Requirements (Attachment C to RFP) throughout the life of this Contract. In the event of a non-renewal or cancellation of such required insurance coverage, thirty (30) days written notice must be given to VPRA prior to such non-renewal or cancellation.

7. PLANS AND REPORTS

Plans and reports shall be completed and delivered to VPRA according to the progress schedule or as otherwise directed, in a format acceptable to VPRA.

8. CORRECTION OF ERRORS

The Consultant shall check for accuracy any reports, and the design, drafting and details of final plans prior to submission. The Consultant will be required, without additional compensation, to correct any errors, including but not limited to omissions, discrepancies and ambiguities, in any services performed in fulfillment of the obligations of this Contract, and shall also reimburse VPRA for any costs incurred. Acceptance of the plans or reports by VPRA shall not relieve the Consultant of the responsibility of subsequent correction of errors. Costs incurred by the Consultant in correcting errors in the plans or reports and reimbursing VPRA for costs incurred by VPRA as a result of such error shall be maintained in a separate account. Such account shall be clearly coded and identified, and shall be subject to audit by VPRA. Such costs shall not be billed to VPRA as a direct charge or an overhead item.

9. CHANGES TO THE CONTRACT

VPRA may, at any time, by written order, make any changes in this Contract which either increase or decrease the services hereunder. If such change causes an increase or decrease in the cost of or the time required for performance of this Contract, an equitable increase or decrease in consideration may be made and this Contract shall be modified in writing between VPRA and the Consultant. Such written Contract modification shall set forth the proposed changes in services, extension of time for completion and adjustment of the compensation, including net fee, to be paid the Consultant, if any. If the Parties fail to agree upon the adjustment to be made, the Dispute shall be determined as provided in this Contract, but nothing in this section shall excuse the Consultant from promptly and diligently proceeding with the prosecution of the services so changed.

10. CONTINGENCY FUND

On Contracts containing a contingency fund, the contingency fund shall not be used without written permission of VPRA. The additional services compensated by application of the contingency fund shall not begin until an agreement has been reached between the Parties with regarding the man-hours and costs required to perform such additional services. If any such additional services are provided prior to an agreement being reached between the parties regarding man-hours and costs, only those man-hours and costs determined to be necessary and reasonable by VPRA will be reimbursed.

11. INVOICING; PERIODIC PAYMENTS

Invoices for services rendered or scheduled shall be submitted by the Consultant directly to accountpayable@vpri.virginia.gov. In the event Consultant is unable to email, invoices will be mailed to 919 E. Main Street, 24th Floor, Richmond VA 23219. All invoices shall show VPRA Contract number; social security number (for individual contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations.). The Consultant may submit invoices for progress payments no more than once each month and no less than once each calendar quarter for Work performed during such period. VPRA, in its sole discretion, may reject and refuse payment on any invoice that includes charges for Work performed more than 180 days prior to the invoice date. Periodic payment of Consultant's invoices will be made within thirty days of receipt by VPRA, subject to adjustment as set forth herein.

12. FINAL ACCEPTANCE AND FINAL PAYMENT

All services performed under this Contract shall be performed in accordance with the current standards, policies, and procedures of VPRA, and in the case of projects using federal funds, the federal funding partner (e.g., Federal Railroad Administration (FRA), Federal Transit Administration (FTA), etc.). All services shall be subject to the approval of VPRA through its designated representatives. Upon receipt of a written notice from the Consultant of completion of the services, VPRA will make a review to determine if all services specified in the Contract have been satisfactorily completed. If all services have been satisfactorily completed, VPRA will make final acceptance and provide written notification of same to the Consultant. If the review discloses that any services, in whole or in part, are incomplete or unacceptable, the Consultant shall immediately correct the deficiency. Upon completion or correction of the services, another review will be made that will constitute the final review. In such event, provided the services are complete and acceptable, VPRA will make the final acceptance and provide notification to the Consultant.

When final acceptance has been duly made by VPRA, the Consultant shall submit a final estimate invoice. Upon review and approval of the final estimate invoice by VPRA, the Consultant will be paid the entire sum due after previous payments are deducted and other amounts are retained or deducted under the provisions of the Contract. Final payment will become due and the final estimate paid within thirty (30) calendar days after approval of the final estimate invoice. VPRA will notify the Consultant in writing when the final payment is made. Payments shall be subject to correction at the time of the final audit.

13. SET-OFF RIGHTS

VPRA shall have all of its common law, equitable and statutory rights of set-off. These rights shall include, but not be limited to, VPRA'S option to withhold for the purposes of set-off any moneys due to the Consultant under this contract up to any amounts due and owing to VPRA with regard to this contract, plus any amounts due and owing to the Commonwealth for any other reason including, without limitation, tax delinquencies, fee delinquencies or monetary penalties relative thereto.

14. AVAILABILITY OF FUNDS; APPROPRIATION

It is understood and agreed between the Parties herein that VPRA shall be bound hereunder only to the extent of the funds available, or which may hereafter become available for the purpose of this Contract. In addition, any payments due from VPRA hereunder are subject to and dependent upon appropriation by the Virginia General Assembly.

15. PROMPT PAYMENT OF SUBCONTRACTORS

The Consultant is required to pay its subcontractors performing work related to this Contract for satisfactory performance of that work no later than 30 days after the Consultant's receipt of payment for that work from VPRA. VPRA does not require retainage to be withheld by the Consultant on any subcontracts. If the Consultant elects to withhold retainage on subcontracts, the Consultant agrees to pay subcontractors all undisputed retainage payments within thirty (30) calendar days of completion of the work, regardless of whether the Consultant has received any retainage payment from the VPRA. VPRA will notify the Consultant and the subcontractor in writing when the services have been satisfactorily accepted. If the retainage is not promptly paid, the Consultant shall notify VPRA and the subcontractor in writing as to the

reasons for not making payment. Consultant shall keep all property of VPRA and such property belonging to any third party which is managed, leased or operated by VPRA, free from all liens arising from services to be furnished in connection with this Contract. VPRA may, as a condition of final payment, require Consultant to submit an affidavit stating that all subcontractors and suppliers, if any, have been paid in full for any goods and/or services provided in connection with this Contract.

16. TAXES

Pursuant to Va. Code §§ 33.2-299.3, 58.1-609.1(4), VPRA is exempt from certain taxation, including retail sales and use tax. Consultant shall not include in the invoice any taxes imposed by any taxing authority of the state in which the project is located, or any political subdivision thereof, upon the sale or use of the Work covered by this Contract. Any such sales or use tax, if applicable, shall be paid by the Consultant. The Consultant shall prepay all freight and transportation charges to the F.O.B point of delivery and such freight charges shall be stated separately, as requested from the sales price of material, so as not to impose any tax upon VPRA.

17. TERMINATION AND SUSPENSION

VPRA may terminate or suspend the delivery of the services contemplated hereunder without liability to the Consultant, if (a) the Consultant fails to deliver the services in conformance with the provisions of this Contract by the date contracted for by the Consultant and VPRA and such non-delivery continues for any significant period of time; (b) the Consultant breaches or otherwise fails to perform any of its other obligations under the Contract and fails to cure such nonperformance promptly after notice thereof from VPRA and after a reasonable time to cure such non-performance; (c) Consultant is or becomes insolvent or unable to pay its debts as they become due; (d) any bankruptcy or insolvency proceeding is commenced by or against Consultant; (e) application is made for appointment of a receiver or custodian for the Consultant or any of Consultant's properties, or for an assignment for the benefit of Consultant's creditors; (f) the General Assembly fails to appropriate, or the applicable oversight board (*i.e.*, the VPRA board of directors and/or the Commonwealth Transportation Board, depending on the funding source) fails to allocate, sufficient funds to continue the services, in which event the Contract will terminate upon depletion of the then currently appropriated or allocated funds. The duration of any such suspension shall continue only until such time as the aforementioned events continue to exist. Any termination or suspension by VPRA shall be without prejudice to any claims for damages or other rights of VPRA against the Consultant. In addition to the foregoing, VPRA may terminate any Contract(s) resulting from this solicitation at any time, for any reason or for no reason, upon thirty (30) days advance written notice to the Consultant(s). In the event of such termination, the Consultant(s) shall be compensated for services and work performed prior to termination.

18. EXAMINATION AND AUDIT; RETENTION OF RECORDS

Consultant agrees that VPRA or its designated representative shall have the right to review, photograph, and copy any records and supporting documentation pertaining to performance of this Contract. Consultant agrees to maintain such records for possible audit for a minimum of three (3) years after final payment, unless a longer period of records retention is stipulated. Consultant agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees or others who might reasonably have information related to such records. Further, Consultant agrees to include a similar right of VPRA to audit records and interview staff in any subcontract related to performance of this Contract. It shall be the Consultant's responsibility to notify VPRA, in writing, of the completion of that subcontractor's portion of the services so that the records of the subcontractor can be audited within the five-year retention period. Failure to do so may result in the Consultant's liability for any costs not supported by the proper documentation for the subcontractor's phase of the services. Any overcharges determined as a result of an audit shall be set off against any future invoices of the Consultant, if work is ongoing, or invoiced to the Consultant in the event final payment has already been tendered. Invoices for overcharges shall be deemed a debt due VPRA and the Commonwealth and shall be due and payable by the Consultant within thirty (30) days of the date of the invoice.

19. DISPUTE RESOLUTION

Upon the occurrence of any Dispute that is not otherwise resolved by the Parties: (a) the Parties must first use all reasonable efforts to resolve the Dispute through a senior representative (b) if the Parties fail to achieve a resolution through a Senior Representative Negotiation, before either Party may institute legal action against the other in connection with the Dispute, the Parties must first attempt to resolve the Dispute by referring the matter to a Mediation. For purposes of this Section 19, "Dispute" shall be defined as "any claim, disagreement or controversy between the Parties concerning their respective rights and obligations under this Contract."

A. *Senior Representative Negotiations*

If either Party notifies the other Party of a Dispute, senior representatives of each Party (with authority to make decisions for the respective Parties) must meet and use all reasonable efforts to resolve the Dispute ("Senior Representative Negotiations"). The Senior Representative Negotiation must commence within thirty (30) days of receipt of notification from a Party initiating a Dispute and will not exceed sixty (60) consecutive days once commenced (or such longer period agreed by the Parties, with such period of negotiation being the "Senior Representative Negotiations Period"). Statements, materials and information prepared for, made or presented at, or otherwise derived from a Senior Representative Negotiation (including any meeting of the senior representatives) are privileged and confidential and may not be used as evidence in any proceedings. If the Senior Representative Negotiation resolves the Dispute, the Parties must record the resolution in writing.

B. *Mediation*

If the Parties are unable to come to a resolution through Senior Representative Negotiations during the Senior Representative Negotiations Period, then either Party may submit such Dispute to mediation proceedings (a "Mediation"). Mediation is intended to assist the Parties in resolving Disputes over the correct interpretation of this Contract.

1. The mediator must be selected by mutual agreement of the Parties or, if an agreement cannot be reached by the Parties within seven (7) Business Days of submission of the Dispute to Mediation, the mediator will be selected by the American Arbitration Association ("AAA") in accordance with its Commercial Industry Mediation Rules and Procedures then in effect. Any mediator selected by mutual agreement of the Parties or through the AAA selection process must have no current or ongoing relationship with either Party (or an Affiliate of either Party). The Parties agree that only one (1) mediator shall be selected as the AAA mediator.
2. Each Mediation must: (a) be administered in accordance with AAA's Commercial Industry Mediation Rules and Procedures then in effect; (b) be held in Richmond, Virginia, unless the Parties mutually agree, in writing, to the Mediation being held in a different location; (c) be concluded within sixty (60) days of the date of selection of the mediator, or within such other time period as may be agreed by the Parties (acting reasonably having regard to the nature of the Dispute). The Parties shall share the mediator's fee and any filing or administrative fees equally. No mediator will be empowered to render a binding decision as to any Dispute. Any Mediation will be nonbinding.

20. FORUM AND VENUE

Any and all Disputes arising out of or in connection with this Contract, or any performances made hereunder that are not otherwise resolved through Senior Representative Negotiations or Mediation, shall be brought, and any judicial proceeding shall take place, only in the Circuit Court of the City of Richmond, Virginia or the United States District Court for the Eastern District of Virginia, Richmond Division. The Consultant accepts the personal jurisdiction of such court and waives all jurisdiction and venue-related defenses to the maintenance of such actions.

21. GOVERNING LAW

The validity, performance, and construction of the solicitation and this Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Virginia without reference to its choice of law provisions.

22. NOTICES

Any notice required pursuant to the Contract shall be in writing and sent by registered or certified mail, return receipt requested, or by courier, express or overnight delivery, and by confirmed e-mail at the addresses of the Point of Contact designated by the Parties. In the event of notice to VPRA, a copy shall also be contemporaneously transmitted to its General Counsel. The date such notice shall be deemed to have been given shall be the Business Day of receipt if received during business hours, the first Business Day after the Business Day of receipt if received after business hours on the preceding Business Day, the first Business Day after the date sent by courier, express or overnight ("next day delivery") service, or the third Business Day after the date of the postmark on the envelope if mailed, whichever occurs first. As used herein, "Business Day" shall mean that day that is neither a Saturday, a Sunday nor a day observed as a legal holiday by the Commonwealth of Virginia or the United States Government.

23. COMPLIANCE WITH ALL LAWS AND REGULATIONS

The Consultant shall comply with the applicable provisions of all federal, state, or local laws or ordinances and all related lawful orders, rules, and regulations, as well as any provisions, representations, or agreements, or contractual clauses required to be included or incorporated by reference or operation of law in the Contract. The Consultant shall keep fully informed of all federal, state, and local laws, ordinances, and regulations, and all orders, decrees, and guidance of bodies or tribunals having any jurisdiction or authority, which in any manner affect those engaged or employed on this Contract, or which in any way affect the conduct of the services provided by the Consultant. If any discrepancy or inconsistency is discovered between this Contract and any such law, ordinance, regulation, order, or decree, the Consultant shall immediately report the same to the VPRA in writing. To the extent required for the Work, the Consultant shall secure and obtain any and all permits, licenses, and consents as may be necessary.

24. AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH

A consultant organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the *Code Virginia* or as otherwise required by law. Any business entity described above that enters into a contract with the VPRA shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provision of this section.

25. NON-DISCRIMINATION PROVISION

The Consultant shall comply with the provisions of the Virginians with Disabilities Act, Sections 51.5-40 through 51.5-46 of the Code of Virginia (1950); Further, pursuant to Va. Code § 2.2-4201, in every Contract over \$10,000 the provisions in A. and B. below apply:

A. During the performance of the Contract, Consultant agrees as follows:

1. Consultant will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of Consultant. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

2. Consultant, in all solicitations or advertisements for employees placed by or on behalf of Consultant, will state that Consultant is an equal opportunity employer. However, notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.
3. If Consultant employs more than five employees, Consultant shall (i) provide annual training on Consultant's sexual harassment policy to all supervisors and employees providing services in the Commonwealth, except such supervisors or employees that are required to complete sexual harassment training provided by the Department of Human Resource Management, and (ii) post Consultant's sexual harassment policy in (a) a conspicuous public place in each building located in the Commonwealth that Consultant owns or leases for business purposes and (b) Consultant's employee handbook.
4. The requirements of these provisions A. and B. are a material part of the Contract. If Consultant violates one of these provisions, VPRA may terminate the affected part of the Contract for breach, or at its option, the whole Contract. Violation of one of these provisions may also result in debarment from State contracting regardless of whether the specific contract is terminated.

B. Consultant will include the provisions of subdivisions 1-3 above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or supplier.

26. IMMIGRATION REFORM AND CONTROL ACT OF 1986

By signing this Agreement, the Consultant certifies that it does not and will not during the performance of this Agreement violate the provisions of the Federal Immigration Reform and Control Act of 1986, which prohibits employment of illegal aliens.

27. DRUG FREE WORKPLACE

The Consultant acknowledges and certifies that they understand that the following acts by the Consultant, its employees, and/or agents performing services on state property are prohibited: The unlawful manufacture, distribution, dispensing, possession or use of alcohol or other drugs; and any impairment or incapacitation from the use of alcohol or other drugs (except the use of drugs for legitimate medical purposes). The Consultant further acknowledges and certifies that they understand that a violation of these prohibitions constitutes breach of contract and may result in default action being taken by the VPRA in addition to any criminal penalties that may result from such conduct. During the performance of this contract, the Consultant agrees to provide a drug-free workplace for the contractor's employees.

28. OCCUPATIONAL SAFETY AND HEALTH STANDARDS

The Consultant shall not require any individual employed in the performance of this Agreement to work in surroundings or under working conditions which are unsanitary, hazardous, or dangerous to health or safety as determined under the Occupational Safety and Health Standards promulgated by the United States Secretary of Labor. This provision shall be made a condition of any subcontract entered into pursuant to this Agreement. In addition, the Consultant shall abide by the Virginia Occupational Safety and Health Standards adopted under Section 40.1-22 of the Code of Virginia (1950), as amended, and will fulfill the duties imposed under Section 40.1-51.1 of the Code of Virginia. Any violation of the aforementioned requirements or duties which is brought to the attention of the Consultant by any person shall be immediately abated.

29. CRITICAL INFRASTRUCTURE INFORMATION/SENSITIVE SECURITY INFORMATION (CII/SSI)

The required services may involve the handling of Critical Infrastructure Information/Sensitive Security Information (CII/SSI) material. Firm(s) handling CII/SSI material will be required to sign non-disclosure agreements. Individuals with the firm(s) that handle CII/SSI material will be required to sign non-disclosure agreements. Once negotiations have been completed and prior to executing a contract, personnel handling CII/SSI material, visiting Critical Infrastructure (CI) facilities or performing bridge/tunnel inspections may be required to pass a fingerprint-based Criminal History Background Check (CHBC). An individual employee's failure to successfully pass the fingerprint-based CHBC will not negate the selection and

offerors will be allowed to replace those individuals. However, if key personnel fail the fingerprint-based CHBC, the selection may be cancelled and negotiations begun with the next ranked offeror. VPRA reserves the right to conduct fingerprint-based CHBC on all employees of the Consultant, on any employees of sub-consultants or on any proposed replacements during the term of the Contract who will be involved in this project. All costs associated with the fingerprint-based CHBC are the responsibility of the Consultant. A VPRA issued photo-identification badge is required for each employee of the Consultant or any sub-consultant who will need access to VPRA CI facilities or who will be performing bridge/tunnel inspections. Based upon the results of the fingerprint-based CHBC, VPRA reserves the right to deny issuance of a VPRA security clearance or a VPRA issued photo-identification badge.

30. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION

The Consultant assures that information and data obtained as to personal facts and circumstances related to VPRA will be collected and held confidential, during and following the term of this Contract, and unless disclosure is required pursuant to court order, subpoena or other regulatory authority, will not be divulged without the VPRA's written consent and only in accordance with federal law or the Code of Virginia. Consultants who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify VPRA of any breach or suspected breach in the security of such information. Consultant shall allow VPRA to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Consultants, subconsultants and their respective employees working on this Contract may be required to sign a confidentiality statement.

31. INTELLECTUAL PROPERTY RIGHTS

All rights in intellectual property developed or created pursuant to this Contract shall be the sole property of VPRA. "Intellectual property" includes all inventions subject to the U.S. Patent System (including but not limited to new processes, materials, compounds and chemicals), and all creations subject to the U.S. Copyright Act of 1976 (including but not limited to printed material, software, drawings, blueprints, and compilations such as electronic databases). All copyrightable material created pursuant to this Contract shall be considered work made for hire and shall belong exclusively to VPRA. Neither Party intends any copyrightable material created pursuant to this Contract, together with any other copyrightable material with which it may be combined or used, to be a "joint work" under the copyright laws. If the whole or any part of any such copyrightable material cannot be deemed work made for hire or is deemed a joint work, the Consultant agrees to assign, and does hereby irrevocably assign, its entire copyright interest therein to VPRA and shall execute and deliver such further documents as VPRA may reasonably request for the purpose of acknowledging or implementing such assignment. The Consultant warrants that no individual, other than regular employees of the Consultant or VPRA working within the scope of their employment, shall participate in the creation of any intellectual property pursuant to this Contract unless such individual and his or her employer, if any, have signed an intellectual property agreement satisfactory to VPRA.

32. COVENANT REGARDING BROKERAGE

The Consultant warrants that it has not employed or retained any company or person to solicit or secure this Contract and that it has not paid or agreed to pay any company or person, other than subconsultants identified in this Contract or a bona fide employee working solely for the Consultant, any fee, commission, percentage, brokerage fee, gifts or any other consideration contingent upon or resulting from the award or making of this Contract. For breach or violation of this warranty, VPRA shall have the right to void this Contract without liability or, at its discretion, to deduct from the Contract price or consideration, or otherwise recover, the full amount of such fee, commission, brokerage fee, gift, or contingent fee.

33. TESTIMONY

34. In the event that the testimony of the Consultant is required in any legal proceeding in connection with claims brought against or prosecuted by VPRA, the Consultant agrees to appear as a witness on behalf of VPRA. Payment for appearance will be based on the approved current hourly salary rate and daily per diem rate for each eight-hour day's preparation for, or attendance in, court and one-fourth of this sum for each two hours or fraction thereof.**CONFIDENTIAL RELATIONSHIP; PUBLICITY**

The Consultant shall keep in strictest confidence, and treat as proprietary all information that may be acquired in connection with, or as a result of, this Contract. During the term of the Contract and at all times thereafter, the Consultant shall not, without the prior written consent of VPRA, publish, communicate, divulge, or use (except in the performance of the Contract itself) any such information unless it is in the public domain. Except as required by any applicable law or regulation, the Consultant shall not release any information concerning the Contract or disclose or use VPRA's name for purposes of advertising or soliciting business, including, but not limited to, press releases, social media posts, brochures, photographs, or verbal announcements without the prior written permission of VPRA.

35. STRICT LOYALTY

The Consultant and its employees shall avoid all circumstances and actions that would place the Consultant in a position of divided loyalty with respect to the obligations undertaken under this Contract.

36. INDEMNIFICATION

To the fullest extent permitted by law, the Consultant shall indemnify and hold harmless the Commonwealth of Virginia and VPRA together with their officers, agents, and employees and the owners of VPRA managed, leased, or operated facilities and equipment, and their respective officers, directors, members, consultants, agents, and employees, (collectively, the "VPRA Indemnitees") from and against all claims, losses, damages, liabilities, including reasonable attorneys' fees, costs, and expenses, that may arise from the Consultant's performance of, or the failure to perform, services under this Contract, except to the extent caused by the negligent acts or omissions, or breach of contract, of a VPRA Indemnatee. Acceptance of the services by VPRA shall not waive any of the rights of VPRA contained in this section nor release or absolve the Consultant from any liability, responsibility or duty contained herein.

37. LIMITATION OF LIABILITY

To the extent permitted by applicable law, neither Party will be liable to the other under this Contract for any indirect, incidental, special or consequential damages, or damages from loss of profits, revenue, data or use of the supplies, equipment and/or services delivered under this Contract.

38. FORCE MAJEURE

A Party shall not be in default for any failure to perform any of its obligations under the Contract if such failure arises from any cause that could not have been prevented by means reasonably available to the Party and that was beyond the control of and without the fault or negligence of the Party. Such causes include but are not limited to: acts of God or of the public enemy; acts of Government in either its sovereign, legislative or contractual capacity; fire; flood; landslide; earthquake; epidemic; quarantine restrictions; freight embargo; sabotage; or unusually severe weather. The affected Party shall, as soon as reasonably possible, give Notice to the other, including all relevant information that it has available, regarding any such actual event that is impacting or any potential event that threatens to impact the affected Party's performance of its obligations under the Contract.

39. ASSIGNMENT AND SUBCONTRACTING

Any Contract awarded or any interest thereunder shall not be assigned, subcontracted, or transferred, in whole or in part, by the Consultant without the prior written consent of VPRA. The Consultant shall not assign any monies due or to become due to it, without the prior written consent of VPRA. No assignment shall relieve the Consultant from its obligations under the Contract. This Contract shall inure to the benefit of and shall be binding upon the personal representatives and legal successors of the respective Parties hereto. Nothing contained in this Contract is intended or shall be construed to inure to the benefit of any person or entity other than the Parties hereto and their legal successors.

40. DUTY TO COOPERATE ON FUNDING OPPORTUNITIES

VPRA seeks to maximize funding opportunities pertaining to its projects and the Work included in this Contract may become eligible for a grant and subject to certain requirements of a funding sponsor. Consultant agrees to work cooperatively and creatively with VPRA in connection with any grant application submittals to VPRA's funding partners. Consultant further agrees to fully comply with any terms and conditions required as a result of VPRA's participation in a grant.

41. REMEDIES CUMULATIVE

Except as otherwise expressly provided herein, all rights, powers and privileges conferred hereunder upon the Parties hereto shall be cumulative and in addition to all other rights, powers, and remedies hereunder and those available at law or in equity. All such rights, powers, and remedies may be exercised separately or at once, and no exercise of any right, power or remedy shall be construed to be an election of remedies or shall preclude future exercise of any or all other rights, powers, and remedies granted hereunder or available at law or equity, except as provided herein.

42. NO WAIVER

Except as otherwise expressly provided herein, neither the failure of either Party to exercise any power given such Party hereunder or to insist upon strict compliance by the other Party with its obligations hereunder, nor any custom or practice of the Parties at variance with the terms hereof, shall constitute a waiver of either Party's right to demand exact compliance with the terms hereof.

43. ENTIRE AGREEMENT

This Contract contains the entire agreement of the Parties hereto with respect to the subject matter hereof, and no representations, inducements, promises or agreements, oral or otherwise, between the Parties not embodied herein or incorporated herein by reference with respect to the subject matter hereof, shall be of any force or effect. Any previous agreements or understandings among the Parties regarding the subject matter hereof are merged into and superseded by this Contract.

44. AMENDMENTS

No amendment to the Contract shall be binding on the Parties hereto unless such amendment is in writing and is executed by an authorized representative of the Party against whom enforcement of such amendment is sought.

45. SOVEREIGN IMMUNITY

VPRA, specifically and the Commonwealth of Virginia generally, neither waive nor abrogate their sovereign immunity, in part or in whole, in any manner, under any theory, hereunder. Notwithstanding the foregoing, VPRA agrees and acknowledges that the Contract constitutes a legal, valid, and binding obligation of VPRA, enforceable against VPRA in accordance with its terms, except as enforceability may be limited or otherwise affected by (i) bankruptcy, insolvency, reorganization, moratorium and other laws affecting the rights of creditors generally, (ii) principles of equity, whether considered at law or in equity, and (iii) the sovereign immunity of the Commonwealth of Virginia; provided that sovereign immunity shall not bar an action to enforce a claim based on a breach of this Contract presented in accordance with the law of the Commonwealth of Virginia.

46. SEVERABILITY

The invalidity, illegality, or unenforceability of any provision of this Contract or the occurrence of any event rendering any provision of this Contract void, shall not affect the validity or enforceability of any other provision. Any such provision shall be severed from the Contract and the remainder shall be construed and enforced as if it did not contain it.

END OF DOCUMENT

ATTACHMENT B

SPECIAL TERMS AND CONDITIONS (Federal Transit Administration Clauses)

The provisions of this Attachment B shall apply in instances in which this Contract is funded in whole or in part by the United States Department of Transportation, Federal Transit Administration. The requirements in this Attachment B are in addition to and, unless inconsistent and irreconcilable, do not supplant requirements found elsewhere in this Contract. If any requirement of this Attachment B is inconsistent with a provision found elsewhere in this Contract and is irreconcilable with such provision, the requirement in this Attachment B shall prevail.

ARTICLE-1: DEFINITIONS

- 1.1 “**C.F.R.**” means the United States Code of Federal Regulations, which contains regulations applicable to FTA grant recipients and their consultants and subconsultants.
- 1.2 “**Consultant**” means the service provider identified in the Contract.
- 1.3 “**DOT**” means the United States Department of Transportation (also represented as USDOT).
- 1.4 “**EPA**” means the United States Environmental Protection Agency (also represented as USEPA).
- 1.5 “**Federal Government**” means the government of the United States of America, and any body or entity exercising executive, legislative, judicial, regulatory or administrative functions of the government of the United States of America.
- 1.6 “**FTA**” means the Federal Transit Administration, a public transit regulatory unit of the USDOT, formerly known as the Urban Mass Transit Administration.
- 1.7 “**Master Agreement**” means the FTA Master Agreement applicable to all underlying grant agreements executed by the FTA and VPRA.
- 1.8 “**Project**” shall have the meaning set forth in the Contract and, if no such definition is specified, shall mean the subject matter pertaining to Consultant’s Contract services.
- 1.9 “**U.S.C.**” means the United States Code.
- 1.10 “**Work**” shall have the meaning set forth in the Contract and includes the services to be furnished by Consultant under the Contract.

ARTICLE 2: COMPLIANCE WITH LAWS, REGULATIONS, POLICIES, ETC.

- 2.1 The Consultant shall comply with the required FTA clauses set forth in this Contract and with all applicable FTA regulations, policies, procedures and directives including, without limitation, those listed directly or by reference in the Master Agreement between VPRA and FTA. The Consultant's failure to comply with applicable FTA regulations, policies, procedures, and directives, as they may be amended or promulgated from time to time during the term of this Contract, shall constitute a material breach of this Contract.
- 2.2 Specific provisions in this Contract include, in part, certain standard terms and conditions required by USDOT, whether or not expressly set forth in the Contract provisions. All contractual provisions required by USDOT, as set forth in the most recent addition and any revisions of FTA Circular 4220.1F “Third Party Contracting Guidance,” to the extent consistent with applicable federal laws, and in Appendix II of 2 C.F.R. Part 200 are hereby incorporated by reference. Notwithstanding anything to

the contrary in this Contract, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Contract. The Consultant shall not perform any act, fail to perform any act, or refuse to comply with any VPRA requests which would cause the VPRA to be in violation of the FTA terms and conditions and/or the Master Agreement.

ARTICLE 3: PROHIBITED INTERESTS

- 3.1** No member of or delegate to, the Congress of the United States shall have any interest, direct or indirect, in this Contract or to the benefits thereof.

ARTICLE 4: ACCESS TO RECORDS, ACCESS TO CONSTRUCTION SITE, AND MAINTENANCE OF RECORDS

- 4.1 Access to Records.** The Consultant agrees to provide sufficient access to FTA and its agents to examine, inspect, and audit records and information related to performance of this Contract as reasonably may be required.
- 4.1.1 In accordance with 49 U.S.C. § 5325(g), the Consultant agrees to provide VPRA, the Secretary of Transportation, the FTA Administrator, the Comptroller General of the United States, and any of their authorized representatives access to any books, documents, papers, and records of the Consultant which are directly pertinent to this Contract for the purposes of making audits, examinations, inspections, excerpts, and transcriptions.
- 4.1.2 The Consultant also agrees, pursuant to 49 C.F.R. § 633.15, to provide the FTA Administrator or the Administrator's authorized representatives, including any project management oversight (PMO) Consultant, access to the Consultant's records and construction sites pertaining to a major capital project, defined at 49 U.S.C. § 5302(a)(1), which is receiving federal financial assistance through the programs described at 49 U.S.C. §§ 5307, 5309, or 5311.
- 4.2 Access to the Sites of Performance.** The Consultant agrees to permit FTA and its agents access to the sites of performance under this Contract as may reasonably may be required.
- 4.3 Reproduction of Documents.** The Consultant will retain, and will require its subconsultants at all tiers to retain, complete and readily accessible records related in whole or in part to this Contract, including, but not limited to, data, documents, reports, statistics, sub-agreements, leases, subcontracts, arrangements, other third-party agreements of any type, and supporting materials related to those records.
- 4.4 Retention Period.** The Consultant agrees to comply with the record retention requirements in accordance with 2 C.F.R § 200.333. The Consultant shall maintain all books, records, accounts, and reports required under this Contract for a period of not less than three (3) years after the date of termination or expiration of this Contract, except in the event of litigation or settlement of claims arising from the performance of this Contract, in which case records shall be maintained until the disposition of all such litigation, appeals, claims, or exceptions related thereto. The expiration or termination of this Contract does not alter the record retention or access requirements of this Article.

ARTICLE 5: PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS

- 5.1** The Consultant acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. § 3801 *et seq.*, and USDOT regulations, "*Program Fraud Civil Remedies*," 49 C.F.R. Part 31, apply to its actions pertaining to this Contract. Upon execution of this Contract, the Consultant certifies or affirms the truthfulness and accuracy of any statement is has made, it makes, it may make, or causes to be made, pertaining to this Contract or the FTA-assisted project for which this work is being performed. In addition to other penalties that may be applicable, the Consultant further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Consultant to the extent the Federal Government deems appropriate.

- 5.2** Consultant also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. chapter 53, the Federal Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5323(l) on the Consultant, to the extent the Federal Government deems appropriate.

ARTICLE 6: CIVIL RIGHTS

- 6.1** VPRA is an Equal Opportunity Employer. As such, the VPRA agrees to comply with all applicable Federal civil rights laws and implementing regulations. Apart from inconsistent requirements imposed by Federal laws or regulations, VPRA agrees to comply with the requirements of 49 U.S.C. § 5323(h) (3) by not using any Federal assistance awarded by FTA to support procurements using exclusionary or discriminatory specifications. Under this Contract, the Consultant shall at all times comply with the following requirements.

- 6.2** ***Nondiscrimination.*** The following nondiscrimination requirements apply to this Contract:

6.2.1 ***Nondiscrimination in Employment.*** In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and federal transit law at 49 U.S.C. § 5332, the Consultant agrees that it will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, sex (including gender identity), age, or disability. In addition, the Consultant agrees to comply with applicable federal implementing regulations and other implementing requirements FTA may issue, including but not limited to 49 C.F.R Part 21.

6.2.2 ***Nondiscrimination in Contracting.*** The Consultant agrees and assures that it will abide by the following conditions, and that it will include the following assurance in every subagreement and third-party contract it signs: (1) The Consultant must not discriminate on the basis of race, color, national origin, or sex in the award and performance of any FTA or U.S. DOT-assisted subagreement, third party contract, or third party subcontract, as applicable, and (2) the Consultant must take all necessary and reasonable steps under 49 C.F.R. Part 26 to ensure nondiscrimination in the award and administration of USDOT-assisted subagreements, third party contracts, and third party subcontracts, as applicable.

- 6.3** ***Equal Employment Opportunity.*** The following equal employment opportunity requirements apply to this Contract:

6.3.1 ***Race, Color, Religion, National Origin, Sex.*** In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. section 2000e *et seq.*, and federal transit laws at 49 U.S.C. § 5332, the Consultant agrees to comply with all applicable equal employment opportunity requirements of U.S. Department of Labor (U.S.DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. chapter 60, and Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive Order 11375, "Amending Executive Order 11246, Relating to Equal Employment Opportunity," and implementing regulations at 41 C.F.R. Part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor." The Consultant agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, national origin, sex (including sexual orientation and gender identity). Such action shall include, but not be limited to, the following: employment, promotion, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the Consultant agrees to comply with any implementing requirements FTA may issue.

6.3.2 ***Age.*** In accordance with the Age Discrimination in Employment Act, 29 U.S.C. §§ 621-634,

U.S. Equal Employment Opportunity Commission (U.S. EEOC) regulations, "Age Discrimination in Employment Act," 29 C.F.R. Part 1625, the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6101 *et seq.*, U.S. Health and Human Services regulations, "Nondiscrimination on the Basis of Age in Programs or Activities Receiving Federal Financial Assistance," 45 C.F.R. Part 90 and Federal transit law at 49 U.S.C. § 5332, the Consultant agrees to refrain from discrimination against present and prospective employees for reason of age. In addition, the Consultant agrees to comply with any implementing requirements FTA may issue.

- 6.4 *Disabilities.*** In accordance with section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. § 794, the Americans with Disabilities Act, as amended, 42 U.S.C. § 12101 *et seq.*, the Architectural Barriers Act of 1968, as amended, 42 U.S.C. § 4151 *et seq.*, and Federal transit law at 49 U.S.C. § 5332, the Consultant agrees that it will not discriminate against individuals on the basis of disability. In addition, the Consultant agrees to comply with the requirements of U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 C.F.R. Part 1630, and any implementing requirements FTA may issue. The Consultant will also ensure that accessible facilities (including vehicles and buildings) and services are made available to individuals with disabilities in accordance with the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. § 12101 *et seq.*, the Architectural Barriers Act of 1968, as amended, 42 U.S.C. § 4151 *et seq.*, and any applicable implementing regulations.
- 6.5 *Information and Reports.*** The Consultant shall provide all information and reports required by the regulations, or orders and instruction issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the VPRA to be pertinent to ascertain compliance with such regulations, orders and instructions. Where any information required of a Consultant is in the exclusive possession of another who fails or refuses to furnish this information, the Consultant shall so certify to the VPRA, and shall set forth what efforts it has made to obtain the information.
- 6.6 *Sanctions for Noncompliance.*** In the event of the Consultant's noncompliance with the provisions of this Contract, VPRA shall impose such contract sanctions as it may determine to be appropriate, including, but not limited to,
- i. Withholding the payments to the Consultant otherwise due under Contract until the Consultant achieves compliance, and/or
 - ii. Cancellation, termination, or suspension of the Contract, in whole or in part.

ARTICLE 7: NONDISCRIMINATION LEGAL AUTHORITIES APPLICABLE TO THE CONTRACT

- 7.1** During the performance of this Contract, the Consultant, for itself, its assignees, and successors in interest agrees to comply with the following nondiscrimination statutes and authorities; including but not limited to:
- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21;
 - The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
 - Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 *et seq.*), (prohibits discrimination on the basis of sex);
 - Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 *et seq.*), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27;
 - The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 *et seq.*), (prohibits discrimination on the basis of age);
 - Airport and Airway Improvement Act of 1982, (49 U.S.C. § 4 71, Section 4 7123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);

- The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms “programs or activities” to include all of the programs or activities of the Federal-aid recipients, subrecipients and consultants, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131-12189) as implemented by Department of Transportation regulations at 49 C.F.R. Parts 37 and 38;
- The Federal Aviation Administration's Nondiscrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures non-discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100); and
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 *et seq*).

7.2 USDOT 1050.2A, Appendices A and E are hereby incorporated by reference in all contracts and subcontracts funded in whole or in part with federal funds.

ARTICLE 8: EMPLOYEE PROTECTIONS

- 8.1** The Consultant agrees to comply and assures that each subconsultant will comply with all federal laws, regulations, and requirements providing wage and hour protections for employees, including Section 102 of the Contract Work Hours and Safety Standards Act, as amended, 40 U.S.C. § 3702, and other relevant parts of that Act, 40 U.S.C. § 3701, *et seq.*, and U.S.DOL regulations, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction (also Labor Standards Provisions Applicable to Nonconstruction Contracts Subject to the Contract Work Hours and Safety Standards Act),” 29 CFR Part 5.
- 8.2** The Consultant agrees to comply and assures that each subconsultant will comply with the Fair Labor Standards Act (FLSA), 29 U.S.C. § 201, *et seq.* to the extent that the FLSA applies to employees performing Work under the Contract.
- 8.3** The Consultant shall maintain payrolls and basic payroll records during the course of the Work and shall preserve them for a period of three (3) years from the completion of the Contract for all laborers and mechanics, including guards and watchmen, working on the Contract. Such records shall contain the name and address of each such employee, social security number, correct classifications, hourly rates of wages paid, daily and weekly number of hours worked, deductions made, and actual wages paid. Such records maintained under this paragraph shall be made available by the Consultant for inspection, copying, or transcription by authorized representatives of the FTA and the USDOL, and the Consultant will permit such representatives to interview employees during working hours on the job.

ARTICLE 9: DISADVANTAGED BUSINESS ENTERPRISE PROGRAM

- 9.1** ***Policy Statement.*** It is the policy of VPRA and the USDOT that Disadvantaged Business Enterprises (DBEs), as defined herein and in the Federal regulations published at 49 C.F.R. Part 26, shall have an equal opportunity to participate in DOT-assisted contracts. It is also the policy of VPRA to: (a) ensure nondiscrimination in the award and administration of DOT-assisted contracts; (b) create a level playing field on which DBEs can compete fairly for DOT-assisted contracts; (c) ensure that the

DBE program is narrowly tailored in accordance with applicable law; (d) ensure that only firms that fully meet 49 C.F.R. Part 26 eligibility standards are permitted to participate as DBEs; (e) help remove barriers to the participation of DBEs in DOT assisted contracts; (f) to promote the use of DBEs in all types of federally assisted contracts and procurement activities; and (g) assist in the development of firms that can compete successfully in the marketplace outside the DBE program

- 9.2 Compliance with DBE Regulations.** The Consultant, its agents, employees, assigns, or successors, and any person, firm or agency of whatever nature with whom it may contract or make an agreement, shall comply with the provisions of 49 CFR Part 26, as amended, which is hereby made part of this Contract by reference. These requirements are in addition to all other equal opportunity employment requirements of this Contract. The Consultant shall take all necessary and reasonable steps in accordance with 49 CFR Part 26, as amended, to ensure that DBE firms have the maximum opportunity to compete for and perform contracts and subcontracts under this Contract.
- 9.3 Certification.** Pursuant to 49 CFR Part 26, the Consultant or any of its subconsultant shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. The Consultant shall carry out applicable requirements of 49 C.F.R. Part 26 in the award and administration of DOT-assisted contracts. Failure by the Consultant to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or such other remedy as VPRA deems appropriate.
- 9.4 DBE Goal.** In accordance with 49 CFR Part 26, VPRA establishes an overall state DBE goal tri-annually. In the event the VPRA assigns a project specific DBE goal, it will be designated within the Request for Proposals document incorporated with the Contract. For any Contract with an assigned DBE goal, Consultant shall select a portion of work available under the Contract for DBE participation. Consultant may use DBE subcontractors, suppliers, and other eligible firms to fulfill the assigned DBE Contract goal as long as the DBE is certified in the types of work selected. The assigned DBE Contract goal remains in effect throughout the life of the Contract.
- 9.5 Eligibility.** The only DBE firms eligible to perform work on a federal-aid contract for DBE contract goal credit are firms certified as DBE by the Virginia Department of Small Business and Supplier Diversity or the Metropolitan Washington Airports Authority in accordance with federal and VPRA guidelines. DBE firms must be certified in the specific work listed for DBE contract goal credit.
- 9.6 DBE Good Faith Efforts [applies only to contracts with DBE goals].** Contractor shall make good faith efforts, as set forth in 49 CFR § 26.53, Appendix A to Part 26, and VPRA's DBE Program Plan, to obtain and support DBE participation that could reasonably be expected to produce and maintain a level of DBE participation sufficient to meet the Contract goal. Good faith efforts are required during solicitation, upon Contract award, and continue throughout the performance of the Contract to maximize DBE participation. VPRA may request Consultant to submit evidence of good faith efforts prior to Contract execution or at any time during the course of the Contract and Consultant shall promptly submit such evidence. Consultant shall use the specific DBEs listed in the Committed DBE Breakdown and Certification form(s) to perform the work and supply the materials for which each is listed unless the contractor obtains VPRA's prior written consent to terminate and replace a DBE as provided in Section 9.8 below. Consultant shall not be entitled to any payment for work or material unless it is performed or supplied by the listed DBEs as required by this provision.
- 9.7 Commercially Useful Function [applies only to contracts with DBE goals].** Consultant is responsible to ensure the DBE performs a Commercially Useful Function (CUF) on the Contract. A DBE performs a CUF when it is responsible for execution of the work of the contract/subcontract and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. Additional detail regarding CUF requirements and other conditions for counting participation by DBE contractors is set forth in 49 CFR § 26.55. VPRA will review the proposed DBE participation and may provide written comments as to whether the activities and type of work identified for DBEs complies with program regulations. In those instances where proposed activity and type of work violates applicable regulations, written comments will be offered as to corrective action required in order to comply with the regulations. VPRA may perform a CUF review at any time during the performance of the Contract.

9.8 Termination of DBE; Notification Requirements [applies only to contracts with DBE goals].

The Consultant shall not terminate the DBE subcontractor(s) listed in its DBE Participation Schedule without the VPRA's prior written consent. VPRA may provide such written consent only if the Consultant has good cause to terminate the DBE firm. Before transmitting a request to terminate, the Consultant shall give notice in writing to the DBE subcontractor of its intent to terminate and the reason for the request. The Consultant shall give the DBE five (5) days to respond to the notice and advise of the reasons why it objects to the proposed termination. When a DBE subcontractor is terminated or fails to complete its work on the Contract for any reason, the Consultant shall make good faith efforts to find another DBE subcontractor to substitute for the original DBE and immediately notify VPRA in writing of its efforts to replace the original DBE. These good faith efforts shall be directed at finding another DBE to perform at least the same amount of work under the Contract as the DBE that was terminated, to the extent needed to meet the Contract goal established for this procurement. Failure to comply with these requirements will be in accordance with Section 9.12 below.

9.9 Review of Good Faith Efforts [applies only to contracts with DBE goals]. VPRA will review the Consultant's DBE progress reports to monitor and determine whether the utilization of DBE firms is consistent with the commitment of the Consultant as stated in its Proposal. If it is determined that the Consultant's DBE utilization under the Contract is not consistent with its commitment, the Consultant will be requested, in writing, to submit evidence of its good faith efforts to meet the commitment. The Consultant shall be given ten (10) working days to submit this documentation. Failure to respond shall place the Consultant in non-compliance and subject to the provisions of Section 9.12 (*Administrative Sanctions*).

9.10 Prompt Payment.

9.10.1 The Consultant agrees to pay subconsultants within thirty (30) calendar days of the Consultant's receipt of payment from the VPRA for undisputed services provided by the subconsultant. The Consultant agrees to pay subconsultants/subcontractors all undisputed retainage payments within thirty (30) calendar days of completion of the work, regardless of whether the Consultant has received any retainage payment from the VPRA. The Consultant shall not postpone or delay any undisputed payments owed subconsultants/subcontractors without good cause and without prior written consent of VPRA.

9.10.2 The Consultant shall not, by reason of said payments, be relieved from responsibility for Work done by the subconsultant and shall be responsible for the entire Work under this Contract until the same is finally accepted by the VPRA.

9.10.3 The Consultant will not be reimbursed for work performed by subconsultants/subcontractors unless and until the Consultant ensures that subconsultants/subcontractors are promptly paid for work they have performed.

9.10.4 Failure to comply with the provisions of this Section 9.10 may result in the VPRA finding the Consultant in non-compliance and subject to the provisions of Section 9.12 (*Administrative Sanctions*).

9.11 Reporting. The Consultant will submit monthly progress reports to the VPRA reflecting its DBE participation on such forms as are required by VPRA and in accordance with VPRA's policies and procedures.

9.12 Administrative Sanctions.

9.12.1 If VPRA deems the Consultant to be in non-compliance with the DBE requirements of this Contract, the VPRA will inform the Consultant that sanctions shall be imposed for failure to meet DBE utilization goals and/or failure to submit documentation of good faith efforts. The notice will state the specific sanction to be imposed.

- 9.12.2 Sanctions may include, without limitation: (1) suspension of any payment or part due to the Consultant for work that was identified to be performed by a DBE at the time of contract award, or of any monies held by the VPRA as retained on the contract; (2) denial to the Consultant (including its principal and key personnel) of the right to participate in future contracts of the VPRA for a period of up to three years; and/or (3) termination of the contract for cause.

ARTICLE 10: CERTIFICATION REGARDING DEBARMENT; SUSPENSION, INELIGIBILITY, AND VOLUNTARY EXCLUSION

- 10.1** The Contractor shall comply and facilitate compliance with USDOT regulations, "Nonprocurement Suspension and Debarment," 2 C.F.R. Part 1200, which adopts and supplements the U.S. Office of Management and Budget (USOMB) "Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," 2 C.F.R. Part 180. These provisions apply to each contract at any tier of \$25,000 or more, and to each contract at any tier for a federally required audit (irrespective of the contract amount), and to each contract at any tier that must be approved by an FTA official irrespective of the contract amount. Consultant agrees to, and assures that its third party contractors will, review the System for Award Management (SAM) before entering into any lower tier subconsultant/subcontractor agreements.
- 10.2** By signing this Contract, the Consultant 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 (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.
- 10.3** This certification is a material representation of fact upon which VPRA relies in entering this Contract. If it is later determined that the Consultant knowingly rendered an erroneous certification, in addition to other remedies available to the VPRA, the Federal Government may pursue available remedies, including suspension and/or debarment. The Consultant shall provide to VPRA immediate written notice if at any time the Consultant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

ARTICLE 11: CERTIFICATION REGARDING LOBBYING

- 11.1** For any project of \$100,000 or more, the Consultant is required to make the following certifications. The Consultant must also require its consultants or subconsultants to make the following certification in any contracts or subcontracts valued at or above \$100,000.
- a. The Consultant certifies, to the best of its knowledge and belief, that no Federal appropriated funds have been paid or will be paid by or on behalf of the Consultant for influencing or attempting to influence an officer or employee of an agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering

into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;

- b. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with a Federal contract, grant, loan, or cooperative agreement, the Consultant shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying,” in accordance with its instructions [as amended by “Government wide Guidance for New Restrictions on Lobbying,” 61 Fed. Reg. 1413 (1/19/96); and
- c. The Consultant shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

11.2 This certification is a material representation of fact upon which VPRA has relied to enter this Contract. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. section 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

11.3 By its signature on this Contract, the Consultant certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Consultant understands and agrees that the provisions of 31 U.S.C. § 3801, *et seq.*, apply to this certification and disclosure, if any.

ARTICLE 12: TELECOMMUNICATIONS CERTIFICATION

12.1 Consultant certifies through the signing of this Contract that, consistent with Section 889 of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. 115-232 (Aug. 13, 2018), the Consultant does not and will not use any equipment, system, or service that uses “covered telecommunications equipment or services” (as that term is defined in Section 889 of the Act) as a substantial or essential component of any system or as critical technology as part of any system.

ARTICLE 13: INTELLECTUAL PROPERTY RIGHTS

13.1 The requirements of this Article apply to all contracts for experimental, developmental, or research work purposes. Certain patent rights and data rights apply to all subject data first produced in the performance of this Contract. The Consultant shall grant the VPRA intellectual property access and licenses deemed necessary for the Work performed under this Contract and in accordance with the requirements of 37 C.F.R. Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by FTA or USDOT.

13.2 Except for its own internal use, the Consultant may not publish or reproduce subject data in whole or in part, or in any manner or form, nor may the Consultant authorize others to do so, without the written consent of FTA, until such time as FTA may have either released or approved the release of such data to the public. This restriction on publication, however, does not apply to any contract with an academic institution. For purposes of this Contract, the term “subject data” means recorded information whether or not copyrighted, and that is delivered or specified to be delivered as required by the Contract. Examples of “subject data” include, but are not limited to computer software, standards, specifications, engineering drawings and associated lists, process sheets, manuals, technical reports, catalog item identifications, and related information, but do not include financial reports, cost analyses, or other similar information used for performance or administration of the Contract.

13.3 The Federal Government reserves a royalty-free, non-exclusive and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use for “Federal Government Purposes,” any subject data or copyright described below. For “Federal Government Purposes,” means use only for

the direct purposes of the Federal Government. Without the copyright owner's consent, the Federal Government may not extend its Federal license to any other party.

- 13.3.1 Any subject data developed under the Contract, whether or not a copyright has been obtained; and
- 13.3.2 Any rights of copyright purchased by the Consultant using Federal assistance in whole or in part by the FTA.
- 13.4 Unless FTA determines otherwise, the Consultant performing experimental, developmental, or research work required as part of this Contract agrees to permit FTA to make available to the public, either FTA's license in the copyright to any subject data developed in the course of the Contract, or a copy of the subject data first produced under the Contract for which a copyright has not been obtained. If the experimental, developmental, or research work, which is the subject of this Contract, is not completed for any reason whatsoever, all data developed under the Contract shall become subject data as defined herein and shall be delivered as the Federal Government may direct.
- 13.5 Unless prohibited by state law, upon request by the Federal Government, the Consultant agrees to indemnify, save, and hold harmless the Federal Government, its officers, agents, and employees acting within the scope of their official duties against any liability, including costs and expenses, resulting from any willful or intentional violation by the Consultant of proprietary rights, copyrights, or right of privacy, arising out of the publication, translation, reproduction, delivery, use, or disposition of any data furnished under the contract. Notwithstanding the foregoing, the Consultant shall not be required to indemnify the Federal Government for any such liability arising out of the wrongful act of any employee, official, or agents of the Federal Government.
- 13.6 Nothing contained in this clause on rights in data shall imply a license to the Federal Government under any patent or be construed as affecting the scope of any license or other right otherwise granted to the Federal Government under any patent.
- 13.7 Data developed by the Consultant and financed entirely without using Federal assistance provided by the Federal Government that has been incorporated into Work required by the underlying Contract is exempt from the requirements herein, provided that the Consultant identifies those data in writing at the time of delivery of the Contract Work.

ARTICLE 14: ENVIRONMENTAL STANDARDS AND PRACTICES

- 14.1 **Generally.** The Consultant agrees to, and assures that its subconsultants will, comply with all applicable environmental and resource use laws, regulations, and requirements, and follow applicable guidance, now in effect or that may become effective in the future, including state and local laws, ordinances, regulations, and requirements.
- 14.2 **Clean Water Act.** For any project of \$150,000 or more, the Consultant agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. §§ 1251-1387. The Consultant agrees to report each violation to the VPRA and understands and agrees that the VPRA will, in turn, report each violation as required to assure notification to FTA and the appropriate Environmental Protection Agency ("EPA") Regional Office.
- 14.3 **Clean Air Act Compliance.** For any project of \$150,000 or more, the Consultant agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. §§ 7401-7671q. The Consultant agrees to report each violation to VPRA and understands and agrees that VPRA will, in turn, report each violation as required to assure notification to FTA and the appropriate EPA Regional Office.
- 14.4 **Energy Conservation.** The Consultant agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the federal Energy Policy and Conservation Act.
- 14.5 **Recovered Materials.** The Consultant agrees to provide a preference for those products and

services that conserve natural resources, protect the environment, and are energy efficient by complying with and facilitating compliance with Section 6002 of the Resource Conservation and Recovery Act, as amended, 42 U.S.C. § 6962, and U.S. Environmental Protection Agency (U.S. EPA), "Comprehensive Procurement Guideline for Products Containing Recovered Materials," 40 C.F.R. Part 247.

ARTICLE 15: GEOGRAPHIC RESTRICTIONS

- 15.1** The Recipient agrees that it will not use any state or local geographic preference, except as permitted by federal law (for example, Section 25019 of the Infrastructure Investment and Jobs Act of 2021, Pub. L. 117- 58), regulation, requirement, or guidance.

ARTICLE 16: ACQUISITION BY LEASE

- 16.1** The Consultant agrees that if it intends to acquire Project property through a lease it will comply, as applicable, with 49 U.S.C. chapter 53 and section 3019 of the FAST Act.

ARTICLE 17: FLY AMERICA REQUIREMENTS

- 17.1** The Consultant agrees to comply with 49 U.S.C. § 40118 (the "Fly America Act") in accordance with the General Services Administration's regulations at 41 C.F.R. Part 301-10, which provide that recipients and subrecipients of Federal funds and their consultants are required to use U.S. Flag Air Carriers for U.S. Government-financed international air travel and transportation of their personal effects or property, to the extent such service is available, unless travel by foreign air carrier is a matter of necessity, as defined by the Fly America Act.
- 17.2** The Consultant shall submit, if a foreign air carrier was used, an appropriate certification or memorandum adequately explaining why service by a U.S. Flag Air Carrier was not available or why it was necessary to use a foreign air carrier and shall, in any event, provide a certificate of compliance with the Fly America requirements.

ARTICLE 18: NATIONAL INTELLIGENT TRANSPORTATION SYSTEMS ARCHITECTURE AND STANDARDS

- 18.1** To the extent applicable, the Consultant agrees to conform to the National Intelligent Transportation Systems (ITS) Architecture and Standards as required by section 5206(e) of TEA-21, 23 U.S.C. § 502 note, and to comply with FTA Notice, "FTA National ITS Architecture Policy on Transit Projects" 66 Fed. Reg. 1455 *et seq.*, January 8, 2001, and other Federal requirements that may be issued.

ARTICLE 19: SEISMIC SAFETY

- 19.1** To the extent applicable, the Consultant agrees that any new building or addition to an existing building will be designed and constructed in accordance with the standards for Seismic Safety required in Department of Transportation Seismic Safety Regulations, 49 C.F.R. Part 41, and will certify to compliance to the extent required by the regulations. The Consultant also agrees to ensure that all Work performed under this Contract, including Work performed by a subconsultant, is in compliance with the standards required by the Seismic Safety Regulations and the certification of compliance issued on the Project.

ARTICLE 20: SAFE OPERATION OF MOTOR VEHICLES

- 20.1** **Seat Belt Use.** The Consultant agrees to implement Executive Order No. 13043, "Increasing Seat Belt Use in the United States," April 16, 1997, 23 U.S.C. § 402 note, (62 Fed. Reg. 19217), by:
- 20.1.1 Adopting and promoting on-the-job seat belt use policies and programs for its employees and other personnel that operate company-owned vehicles, company-rented vehicles, or personally operated vehicles; and
- 20.1.2 Including a "Seat Belt Use" provision in each subconsultant agreement and lower tier

subcontract issued under this Contract, modified only to identify the subconsultant/subcontractor that will be subject to the provisions.

20.2 *Distracted Driving, Including Text Messaging While Driving.* The Consultant agrees to implement Executive Order No. 13513, "Federal Leadership on Reducing Text Messaging While Driving," October 1, 2009, 23 U.S.C. § 402 note, (74 Fed. Reg. 51225); U.S. DOT Order 3902.10, "Text Messaging While Driving," December 30, 2009; and U.S. DOT Special Provision pertaining to Distracted Driving as follows:

20.2.1 The Consultant agrees to adopt and enforce workplace safety policies to decrease crashes caused by distracted drivers, including policies to ban text messaging while using an electronic device supplied by an employer, and driving a vehicle the driver owns or rents, a vehicle Consultant owns, leases, or rents, or a privately-owned vehicle when on official business in connection with this Contract or when performing any Work for or on behalf of this Contract.

20.2.2 The Consultant agrees to conduct workplace safety initiatives in a manner commensurate with its size, such as establishing new rules and programs to prohibit text messaging while driving, re-evaluating the existing programs to prohibit text messaging while driving, and providing education, awareness, and other outreach to employees about the safety risks associated with texting while driving.

ARTICLE 21: RESOLUTION OF DISPUTES, BREACHES, OR OTHER LITIGATION

21.1 When applicable contracts in excess of \$175,000, and all non-procurement transaction, as defined in 2 C.F.R. §§ 180.220 and 1200.220, in excess of \$25,000 will contain provisions or conditions which will allow for administrative, contractual, or legal remedies in instances where consultants violate or breach contract terms and provide for such sanctions and penalties as may be appropriate. This may include provisions for bonding, penalties for late or inadequate performance, retained earnings, liquidated damages or other appropriate measures. As relates to these items, Consultant is referred to the "Termination" and "Dispute Resolution" provisions of the General Terms and Conditions applicable to the Contract.

21.2 If a current or prospective legal matter that may affect the Federal Government emerges, the Consultant must promptly notify VPRA and FTA's Regional Counsel. The types of legal matters that require notification include, but are not limited to, a major dispute, breach, default, litigation, or naming the Federal Government as a party to litigation or a legal disagreement in any forum for any reason.

ARTICLE 22: NO OBLIGATION OF FEDERAL GOVERNMENT

22.1 VPRA and Consultant acknowledge and agree that, notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of this Contract, absent the express written consent by the Federal Government, the Federal Government is not a party to this Contract and shall not be subject to any obligations or liabilities to the VPRA, the Consultant, or any other party (whether or not a party to the Contract) pertaining to any matter resulting from this Contract.

ARTICLE 23: INCLUSION IN SUBCONTRACTOR AGREEMENTS

23.1 The Consultant agrees to have the terms of the foregoing terms flow down to each subconsultant agreement and lower tier subcontract issued under this Contract, modified only to identify the subconsultant/subcontractor that will be subject to the provisions.

END OF DOCUMENT

ATTACHMENT C
INSURANCE REQUIREMENTS

1. **Workers' Compensation** for all of its employees engaged in the Project as required by Chapter 8 of Title 65.2 of the *Code of Virginia* (1950), as amended.
2. **Employer's Liability Insurance** with limit of no less than \$1,000,00 per accident for bodily injury or disease.
3. **Commercial General Liability Insurance** including coverage for premises and operations, independent contractors, personal injury, and broad form contractual liability of limits of at least \$1,000,000 per occurrence and \$2,000,000 annual aggregate applicable on a per project basis. Policy must include a CG 24 17 Contractual Liability – Railroads endorsement. The Commonwealth of Virginia, Virginia Passenger Rail Authority, CSX Transportation, Inc., and National Railroad Passenger Corporation are to be named as an additional insured on a primary, non-contributory basis.
4. **Automobile Liability Insurance** with a limit of at least \$1,000,000 combined single limit for bodily injury and property damage covering all owned (if any), non-owned, hired, or borrowed vehicles on site or off. The Commonwealth of Virginia, Virginia Passenger Rail Authority, CSX Transportation, Inc., and National Railroad Passenger Corporation are to be named as an additional insured on a primary, non-contributory basis.
5. **Umbrella/Excess Liability Insurance** in excess of the underlying limits noted above for all the above mentioned policies in the amount of \$10,000,000 per occurrence and in the aggregate. Such policy(ies) shall apply without any gaps in the limits of coverages and be at least as broad as and follow the form of underlying primary coverages required herein. The Commonwealth of Virginia, Virginia Passenger Rail Authority, CSX Transportation, Inc., and National Railroad Passenger Corporation are to be named as an additional insured on a primary, non-contributory basis.
6. **Professional Liability Insurance** covering liability for acts, errors, or omissions arising in connection with professional services, for not less than \$5,000,000 with respect to any one claim and in the aggregate.
7. **Railroad Protective Liability Insurance** will be maintained on behalf of owners/operators of railway service within the Project limits (the "Rail Carriers") whenever requested by the Rail Carriers. The policy, which shall name the Rail Carriers as covered insureds, shall be in accordance with the form prescribed by the Rail Carriers and must comply with Federal Aid Policy Guide 23 CFR 646 subpart A. The limits of the policy will be set by the Rail Carriers.

****END OF DOCUMENT****

ATTACHMENT E

PROOF OF AUTHORITY TO TRANSACT BUSINESS IN VIRGINIA

THIS FORM MUST BE SUBMITTED WITH YOUR PROPOSAL/BID, FAILURE TO
INCLUDE THIS FORM MAY RESULT IN REJECTION OF YOUR PROPOSAL/BID

Please check the appropriate line below and provide the requested information:

☐ A. Bidder/Offeror is a Virginia business entity organized and authorized to transact business in Virginia by the State Corporation Commission (SCC) and such vendor's Identification Number issued to it by the SCC is: _____.

☐ B. Bidder/Offeror is an out-of-state (foreign) business entity that is authorized to transact business in Virginia by the SCC and such vendor's Identification Number issued to it by the SCC is: _____.

☐ C. Bidder/Offeror does not have an Identification Number issued to it by the SCC such vendor is not required to be authorized to transact business in Virginia by the SCC for the following reason(s):

(Please attach additional sheets if necessary.)

☐ D. Bidder/offeror currently have a pending application before the SCC for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids/proposals (VPA reserves the right to determine in its sole discretion whether to allow such waiver)

Legal Name of Bidder/Offeror (as listed on W-9)

Authorized Signature

Print or Type Name and Title

Date

RETURN THIS PAGE WITH COPIES OF DOCUMENTATION

**SPECIAL PROVISION INVOLVING PROPERTY AND FACILITIES
OWNED, CONTROLLED OR UTILIZED BY CSX TRANSPORTATION, INC. AND THE
NATIONAL RAILROAD PASSENGER CORPORATION**

To the extent permitted by law, the following additional terms shall apply to the Contract:

1. Projects Involving Property/Rights of Way Used by CSX Transportation, Inc. (“CSXT”)

Where the Scope of Work involves entry or work upon “Segment 1” or “Segment 3” as defined within the Comprehensive Rail Agreement dated March 26, 2021, (“Comprehensive Rail Agreement”), the Consultant shall be required to indemnify the CSXT Indemnitees to the same extent Consultant is required to indemnify VPRA pursuant to the Contract Documents. For purposes of this Special Provision, CSXT Indemnitees shall have the meaning set forth in the Comprehensive Rail Agreement which document is available at <https://transformingrailva.com/wp-content/uploads/2021/06/11.1.1.43-Comprehensive-Rail-Agreement-Fully-Executed-without-Exhibits-1.pdf?bcs-agent-scanner=395639f9-9352-0747-bc8f-9f66e4f30f75> and is incorporated herein by reference.

Additionally, prior to entering upon any property/right of way owned or controlled by CSXT, the Consultant may be required to execute CSXT’s standard Right of Entry Agreement using the CSXT Property Portal (https://propertyportal.csx.com/pub_ps_res/ps_res/jsf/public/index.faces). CSXT shall have sole discretion on whether the Consultant will be required to execute the standard Right of Entry Agreement and Consultant’s failure to comply with the standard Right of Entry Agreement may constitute a breach of the Contract. Background information regarding the CSXT Property Portal is available at [CSXPropertyPortal_ApplicationsTutorial-1.pdf](#).

2. Projects Involving Rail Lines Used by the National Railroad Passenger Corporation (“Amtrak”)

Where the Scope of Work involves entry or work upon Rail Lines used in connection with the operation of Amtrak Trains, the Consultant shall be obligated to indemnify and defend Amtrak for all losses or claims arising from the acts or omissions of Consultant in the performance of the Contract whether or not Consultant is negligent and irrespective of any negligence or fault of Amtrak. For purposes of this Special Provision:

- a. the term “Rail Lines,” shall include, but is not limited to, all of VPRA’s rights of way and real properties appurtenant thereto, whether owned or leased or otherwise held by VPRA that are necessary to operate Amtrak Trains, together with roadway structures, signal systems, and other facilities thereof or appurtenant thereto owned by VPRA and used in connection with the actual operation of Amtrak Trains and all of VPRA’s rights to use such properties of others subject to the terms of any applicable agreements for the use of such property of others; and
- b. the term “Amtrak Trains,” means all trains operated by Amtrak as part of its intercity passenger rail service, but which excludes commuter rail service.

3. Inclusion in Subcontractor Agreements

The Consultant agrees to have the foregoing terms flow down to each subconsultant agreement and lower tier subcontract issued under this Contract, modified only to identify the subconsultant/subcontractor that will be subject to the provisions.

APPENDIX 1

EXCEPTIONS TO RFP DOCUMENTS

Each Proposal submitted in response to this RFP shall list any deviation(s), exception(s), or variation(s) to or from the RFP Documents. The failure of Offeror to note a deviation, make an exception, or list a variation to the terms and conditions of these RFP Documents shall be deemed an express waiver by that Proposer of such deviation, exception, or variation.

Offeror notes the following deviations, exceptions or variations:

RFP Document	Section, paragraph or other identifier	Description of deviation, exception or variation

RFP No. _____

Offeror Name: _____

Preparer Name: _____ Date: _____

APPENDIX 2

PROPRIETARY/CONFIDENTIAL INFORMATION IDENTIFICATION

NAME OF FIRM/OFFEROR: _____

Pursuant to Va. Code § 33.2-299.7, offerors may request VPRA to keep confidential trade secrets or confidential proprietary information, not publicly available, provided by a private person or entity pursuant to a promise of confidentiality where if such information were made public, the financial interest of the private person or entity could be adversely affected.

For such information to be excluded from disclosure requirements under the Virginia Freedom of Information Act, offerors shall make a written request to VPRA:

- (1) invoking such exclusion upon submission of the data or other materials for which protection from disclosure is sought;
- (2) identifying the data or other materials for which protection is sought; and
- (3) stating the reasons why protection is necessary.

The written notice must specifically identify the data or materials to be protected including the section of the proposal in which it is contained and the page numbers, and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. In addition, a summary of proprietary information submitted shall be submitted on this form. The classification of an entire proposal document, line-item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable. VPRA will make the final determination of the appropriate scope and nature of the protection afforded to the requested records.

PROPOSAL SECTION/TITLE	PAGE NUMBER(S)	REASON(S) FOR WITHHOLDING FROM DISCLOSURE

CONTRACT FOR PROFESSIONAL SERVICES

Service Contract Number: 1-001-22-0002

This Contract for Professional Services ("Contract") dated this _____ day of _____, 20____ is made and entered into between the VIRGINIA PASSENGER RAIL AUTHORITY, a political subdivision of the Commonwealth of Virginia ("VPRA") and _____ "Consultant"), a _____[*corporation/limited liability company*], organized under the laws of _____[*state*], and authorized to transact business in the Commonwealth of Virginia. VPRA and Consultant hereinafter sometimes may be referred to collectively as the "Parties" or individually as a "Party."

1. PROJECT.

The project that is the subject this Contract (the "Project") is hereby identified as follows:

Project Title:	Project Management Support Services, Long Bridge Project
Project Identification No:	1-001-22-0002
General Project Description:	Project management support services for the expansion of, and modifications to, the Long Bridge Project which involves a 1.8-mile rail corridor extending between, but not including, the Rosslyn Interlocking near the Long Bridge Aquatics Center in Arlington, Virginia and the L'Enfant Interlocking near 12th Street, SW in the District of Columbia.

2. SERVICES.

The Consultant shall furnish all services required for the Project in accordance the Scope of Work negotiated and agreed to by the Parties and made a part of the Contract Documents (the "Work").

3. NOT-TO-EXCEED BUDGET.

The Consultant understands and agrees that the not-to-exceed budget established for the Project is _____ dollars (\$) (the "Not-to-Exceed Budget"), which amount is subject to adjustment by VPRA during the course of the Project. Consultant shall complete its Work on the Project within the the Not to Exceed Budget.

4. PAYMENT OF FEES AND COSTS.

Subject to the terms set forth in the Contract Documents, VPRA will compensate the Consultant for the Work and reimburse all allowable costs in accordance with the Fee Schedule negotiated and agreed to by the Parties and made a part of the Contract Documents.

5. CONTRACT DOCUMENTS.

The following documents are incorporated by reference into this Contract as if set forth fully herein and, together with this Contract, comprise the "Contract Documents":

- a. Request for Proposals (RFP) dated 8/29/2002
- b. Offeror's RFP Submittal Package
- c. Attachment A (General Terms and Conditions)
- d. Attachment B (Special Terms and Conditions)
- e. Attachment C (Insurance Requirements)
- f. Attachment D (Disadvantaged Business Enterprise (DBE) Utilization Plan)
- g. Attachment E (State Corporation Commission Form)
- h. SP 01LB (Special Provision Involving Property and Facilities owned, Controlled or Utilized by CSX Transportation, Inc. and the National Railroad Passenger Corporation)
- i. _____
- j. Appendix 2 (Disclosure of Proprietary / Confidential Information Form)
- k. Agreed Fee Proposal

[list all applicable documents]

6. CONTRACT REPRESENTATIVES.

The respective Points of Contact for the parties and related contact information, including the places for delivery of notice, are as designated as follows:

For VPRA:

Virginia Passenger Rail Authority
Attn: John Kostyniuk, Director of Procurement
919 East Main Street, Suite 2400
Richmond, VA 23219
Phone: (804) 303-8700
Email: john.kostyniuk@vpva.virginia.gov

Any notice tendered to VPRA in accordance with the Contract shall also be contemporaneously sent by electronic mail to Michael Westermann, General Counsel at: michael.westermann@vpva.virginia.gov.

For the Consultant:

Company Name: _____

Address: _____
(street)

(city) (state) (zip code)

Point of Contact: _____
(name)

(title)

Phone: _____

Email: _____

EACH PARTY SHALL NOTIFY THE OTHER PARTY PROMPTLY OF ANY CHANGES IN THEIR CONTACT INFORMATION. UNLESS AND UNTIL NOTICE OF THE NEW ADDRESS OR POINT OF CONTACT IS GIVEN IN THE MANNER REQUIRED FOR NOTICE, A NOTICE TO SUCH PARTY IS SUFFICIENT IF GIVEN CONSISTENT WITH THE INFORMATION SET FORTH HEREIN.

7. EFFECTIVENESS.

This Contract shall be binding and deemed effective when executed by the Parties whose signature is provided for on the signature pages hereof.

In witness whereof the undersigned have executed this Contract on the dates set forth beside their respective signatures.

For: VIRGINIA PASSENGER RAIL AUTHORITY

By, _____
(signature)

(printed name)

Its, _____
(title)

Dated: _____

For: THE CONSULTANT

By, _____
(signature)

(printed name)

Its, _____
(title)

Dated: _____



RFP # 1-001-22-0002 - Addendum One

DATE: 9/12/2022

ADDENDUM NUMBER ONE (1), TO ALL OFFERORS

Reference: RFP# 1-001-22-0002

Commodity/Title: Project Management Support Services, Long Bridge Project

Issue Date: 8/29/2022

Proposal Due: **10/6/2022 (by 2:00 PM EST)**

This Addendum includes a list of registered attendees (virtual and in-person) and the presentation shown during the optional pre-proposal conference held on 9/7/22.

NOTE: Offerors must acknowledge receipt of this Addendum in writing within the RFP Cover Page (FORM PD 07) at time of proposal submittal.

Very truly yours,
John Kostyniuk
804.339.2604

Registration List for Pre-Proposal Conference
RFP 1-001-22-0002

(virtual and in-person attendance)



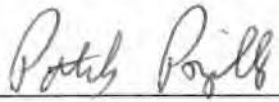
RFP – Conference Register

RFP NUMBER: <u>1-001-22-0002</u>	RFP For Project Management Support Services TITLE: <u>(PMSS), Long Bridge</u>
RFP DUE DATE AND TIME: <u>10/6/2022 (2:00 PM)</u>	
DATE-TIME PRE-PROPOSAL CONFERENCE/SITE VISIT: <u>9/7/2022</u> () Mandatory (x) Optional	
OFFICIATED BY: <u>JOHN KOSTYNIUK</u>	


NAME OF FIRM'S REPRESENTATIVE	NAME, ADDRESS, TELEPHONE & E-Mail.
-------------------------------	------------------------------------

PLEASE PRINT

CONFERENCE REGISTER for RFP # 1-001-22-0002

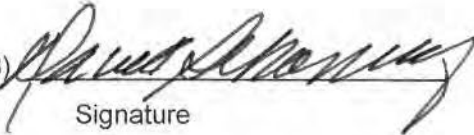
(1) 
Signature

Name Printed: PATRICK PORZILLO
Name of Firm: HDR
Address: 100 M STREET
City & State: WASHINGTON, DC
Phone No.: 202-679-8237
E-mail Address: PATRICK.PORZILLO@HDRINC.COM
____ DBE ____ SWaM (MBE, WBE, Micro,
Small, SDV)

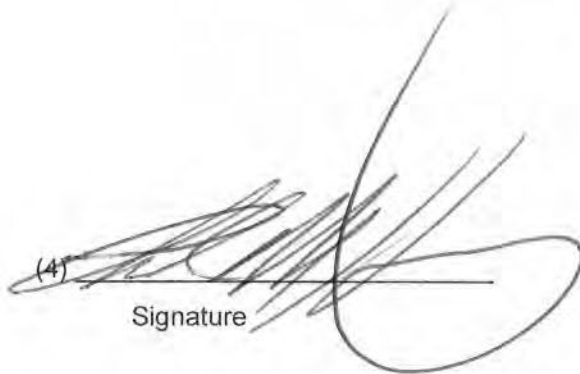
(2) 
Signature

Name Printed: Karen Harrington
Name of Firm: HDR
Address: 4880 Sadler Rd Ste 100
City & State: Glen Allen VA 23060
Phone No.: 804-357-0688
E-mail Address: Karen.harrington@hdrinc.com
____ DBE ____ SWaM (MBE, WBE, Micro,
Small, SDV)



(3) 
Signature

Name Printed: David Schoenwolf
Name of Firm: Halcyon & Aldrich, Inc
Address: 1497 Chain Bridge Rd #304
City & State: Kleaton, VA 22104
Phone No.: 703 336 6206
E-mail Address: dschoenwolf@halcyonandrich.com
☐ DBE ☐ SWaM (MBE, WBE, Micro,
Small, SDV)

(4) 
Signature

Name Printed: CHARLES M HARVEY
Name of Firm: JACOBS
Address: 1101 N. Glebe Rd
City & State: Arlington, MD
Phone No.: (202) 380-6501
E-mail Address: Melvin.Harvey@Jacobs.com
☐ DBE ☐ SWaM (MBE, WBE, Micro,
Small, SDV)

(5) 
Signature

Name Printed: ANIL SHARMA
Name of Firm: HNTB
Address: ARLINGTON VA. 2900 S. Oyster
City & State: Arlington VA ST.
Phone No.: 703 582 3711
E-mail Address: ANSHARMA@HNTB.COM
☐ DBE ☐ SWaM (MBE, WBE, Micro,
Small, SDV)



(6) Jeff Rogers
Signature

Name Printed: Jeff Rogers
Name of Firm: KCI Technologies
Address: 1025 Boulders Parkway
City & State: Richmond VA
Phone No.: 804 615 0231
E-mail Address: Jeffrey.Rodgers@KCI.com
☐ DBE ☐ SWaM (MBE, WBE, Micro,
Small, SDV)

(7) Manuch Amir
Signature

Name Printed: MANUCH AMIR
Name of Firm: CDM SMITH INC.
Address: 2104 W Laburnum Ave., Suite 203
City & State: Richmond, VA 23207
Phone No.: 804 377 2793
E-mail Address: Amirm@cdmsmith.com
☐ DBE ☐ SWaM (MBE, WBE, Micro,
Small, SDV)

(8) Ardalan Mosavi
Signature

Name Printed: Ardalan Mosavi
Name of Firm: Arup
Address: 1120 Connecticut Ave NW Suite 1110
City & State: Washington DC
Phone No.: 713-383-7259
E-mail Address: ardalan.mosavi@arup.com
☐ DBE ☐ SWaM (MBE, WBE, Micro,
Small, SDV)



(9) _____
Signature

Name Printed: _____
Name of Firm: _____
Address: _____
City & State: _____
Phone No.: _____
E-mail Address: _____
_____ DBE _____ SWaM (MBE, WBE, Micro,
Small, SDV)

(10) _____
Signature

Name Printed: _____
Name of Firm: _____
Address: _____
City & State: _____
Phone No.: _____
E-mail Address: _____
_____ DBE _____ SWaM (MBE, WBE, Micro,
Small, SDV)

(11) _____
Signature

Name Printed: _____
Name of Firm: _____
Address: _____
City & State: _____
Phone No.: _____
E-mail Address: _____
_____ DBE _____ SWaM (MBE, WBE, Micro,
Small, SDV)



(12) _____
Signature

Name Printed: _____
Name of Firm: _____
Address: _____
City & State: _____
Phone No.: _____
E-mail Address: _____
_____ DBE _____ SWaM (MBE, WBE, Micro,
Small, SDV)

(13) _____
Signature

Name Printed: _____
Name of Firm: _____
Address: _____
City & State: _____
Phone No.: _____
E-mail Address: _____
_____ DBE _____ SWaM (MBE, WBE, Micro,
Small, SDV)


(14) _____
Signature

Name Printed: _____
Name of Firm: _____
Address: _____
City & State: _____
Phone No.: _____
E-mail Address: _____
_____ DBE _____ SWaM (MBE, WBE, Micro,
Small, SDV)



(18) 
Signature

Name Printed: CHRISTOPHER COLLINS
Name of Firm: HNTB
Address: ARLINGTON VA
City & State: ARLINGTON VA
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E-mail Address: CJCOLLINS@HNTB.COM
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(19) 
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City & State: Washington DC
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E-mail Address: mpowell@vnb.com
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(15) [Signature]
Signature

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Name of Firm: MBP
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City & State: FAIRFAX, VA
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E-mail Address: nladipo@mbpce
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(16) [Signature]
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Name of Firm: HARDESTY & HANOVER
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City & State: FAIRFAX VA
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E-mail Address: oneely@hardestyhanover.com
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Small, SDV)

(23) Eric Burke
Signature

Name Printed: Eric Burke
Name of Firm: Moffatt & Nichol
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Phone No.: 804-297-4001
E-mail Address: EBURKE@MOFFATTNICHOL.COM
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Small, SDV)



(27) 
Signature

Name Printed: FRED PARKINSON
Name of Firm: STV Inc
Address: 448 VIKING DRIVE, SUITE 200
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Phone No.: (757) 751-3026
E-mail Address: FREDERICK.PARKINSON@STVINCCOM
☐ DBE ☐ SWaM (MBE, WBE, Micro,
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(28) 
Signature

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Name of Firm: MBP
Address: 7401 Beauport Sp Dr
City & State: Richmond VA
Phone No.: 804-330-4875
E-mail Address: spancham@mbpcc.com
☐ DBE ☐ SWaM (MBE, WBE, Micro,
Small, SDV)

(29) _____
Signature

Name Printed: _____
Name of Firm: _____
Address: _____
City & State: _____
Phone No.: _____
E-mail Address: _____
☐ DBE ☐ SWaM (MBE, WBE, Micro,
Small, SDV)

1. Summary	
Meeting title	Long Bridge RFP Optional Pre- Proposal Meeting
Viewed registration page	63
Registered participants	35
Canceled registrations	0
Attended participants	35
Average attendance time	52m 56s

2. Participants					
Registration first name	Registration last name	Registration email	Job title	Organization	Is your firm DBE or SWAM certified?
Chun	Lee	chunlee@endescoinc.com	Principal	Engineering and Construction Management Services	Yes
Stephen	Lisse	Stephen.Lisse@mckinc.com	Commercial Manager	McKissack and McKissack	Yes
James	Guinther	JGUINThER@WRALLP.COM	Senior Vice President	Whitman, Requardt and Associates, LLP	United States
Jeff	Tan	jeff.tan@kci.com	Practice Leader	KCI Technologies	NA
Todd	Childress	todd.childress@jacobs.com	Virginia Transportation Principal	Jacobs	United States

George	Kevgas	GKevgas@bergmannpc.com	Vice President – Atlantic Infrastructure	Bergmann/Colliers	
Stu	Matthis	stuart.matthis@stvinc.com	VP - Business Development Director	Stv	no
Vincent	Powell	vincentpowell@btgworks.com	Consultant Manager	Business Transformation Group (BTG)	DBE
Jennifer	Mouchantaf	Jennifer.Mouchantaf@jacobs.com	Principal Transit Planner	Jacobs	No
Jon	Whitney	jwhitney@HNTB.com	Sr Project Manager - Engineering	HNTB	No
Wayne	HYatt	whyatt@moffattnichol.com	Senior Rail Program Manager	Moffatt & Nichol	No
Tamara	Werkmeister	tamara.werkmeister@wsp.com	National Business Development	WSP, USA	No
John	Kostyniuk	john.kostyniuk@vpra.virginia.gov	Dir of Procurement	VPRA	No
Miriam	Kronisch	mkronisch@rkk.com	Partner	RK&K	no
Ken	Beehler	kenneth.beehler@wsp.com	Director	WSP USA	No
Yasmine	Badawi	yasmine.badawi@wsp.com	Sr. Proposal Manager	WSP	No
Zach	Teague	zach.teague@kimley-horn.com	Vice President	Kimley-Horn	No
Ellen	O'Donnell	ellen.odonnell@jacobs.com	Project Manager	Jacobs	no
Andrew	Li	ali@gfnet.com	Area Manager	Gannett Fleming	No
John	Bavoso	john.bavoso@kimley-hornDC.com	Marketing Specialist	Kimley-Horn	No

Diyar	Bozkurt	diyar.bozkurt@mckinc.com	Vice President, Infrastructure	McKissack & McKissack	Yes
Andrew	Smith	andrew.smith1@wsp.com	Regional Development Director	WSP USA	No
Bo	Yuan	boyuan@endescinc.com	President	Endesco, Inc.	Certified DBE and SWAM
Blair	Borer	bborer@rkk.com	Senior Pursuit Specialist	RK&K	No
Dawn	Dekker	dawn.dekker@volkert.com	Marketing Director	Volkert, Inc.	No
Kristen	Rodgers	kristen.rogers@jacobs.com	Client Account Partner	Jacobs	No
Lisa	Choplin	lchoplin@wrallp.com	Alternative Project Delivery Lead	Whitman, Requardt & Associates	No
Dagobert	Beek	dagobert.beek@jacobs.com	Senior Project Manager	Jacobs	no
Stephen	Lisse	Stephen.Lisse@mckinc.com	Commercial Manager	McKissack and McKissack	Yes
BROCK	LAFORTY	brock.laforty@wsp.com	SVP -Capital District Transportation	WSP	no
Keith	Foxx	kfoxx@foxxstem.com	Principal	FOXXSTEM	DBE
Anne	Darnall	Anne.Darnall@wsp.com	Senior Vice President	WSP	No
Syed	KHAN	srkhan@ces-consultingllc.com	Director	CES Consulting	DBE and SWAM
John	Karn	john.karn@arup.com	Principal	Arup	No

Gerica	Goodman	gerica.goodman@vpva.virginia.gov	Dir of External Affairs and Communication	VPRA	No
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Long Bridge Project Management Support
Services (PMSS)
Pre-Proposal Presentation
RFP 1-001-22-0002

VPRA shared the following presentation during the optional pre-proposal conference for the Long Bridge PMSS (RFP 1-001-22-0002)

Long Bridge Project

September 7, 2022



RFP- 1-001-22-0002
Project Management Support
Services (PMSS) Contract
Pre-Proposal Meeting



Agenda

- Opening Remarks
- Purpose of Meeting
- VPRA Personnel
- Virginia Passenger Rail Authority
- Transforming Rail in Virginia Program
- Long Bridge Project: Scope, Schedule, Status
- Long Bridge Project PMSS Contract:
 - Description, Procurement Schedule, DBE Compliance
- Questions

Opening Remarks

- Silence all electronic devices
- This meeting has a virtual option and will be recorded
- Questions posed by virtual participants must be in writing and will be answered in an addendum after this meeting
- As many questions as possible posed by in person participants will be answered today; however, some may require reflection and so will need to be responded to in writing at a later date
- This presentation and the attendee list will be provided in an addendum
- In case of emergency, exit up the ramps and stairwells are located on both sides of the floor

Purpose of Meeting

- To foster a common understanding of:
 - VPRA and the Transforming Rail in Virginia program
 - Long Bridge Project scope
 - PMSS contract scope
 - VPRA's requirements
 - Solicitation instructions and schedule
- To provide answers to questions about the RFP
- Networking opportunity
- If additional questions arise after today's meeting, please email them to John Kostyniuk at John.Kostyniuk@vptra.virginia.gov by September 12, 2022 at 5:00PM.

Introduction of VPRA Personnel

- DJ Stadtler, Executive Director
- John Kostyniuk, Director of Procurement
- Kate Youngbluth, Director of Planning
- Shirlene Cleveland, Long Bridge Project Senior Director
- Erik Loewen, Manager of Contracts and Compliance
- John Kearney, Senior Vice President for Engineering & Construction

Meeting Disclaimer

- The Pre-proposal meeting is for information purposes only. Statements or representations made during this meeting are **not** legally binding. Changes resulting from this meeting are only official if they are issued through an Addendum to the RFP.

Virginia Passenger Rail Authority

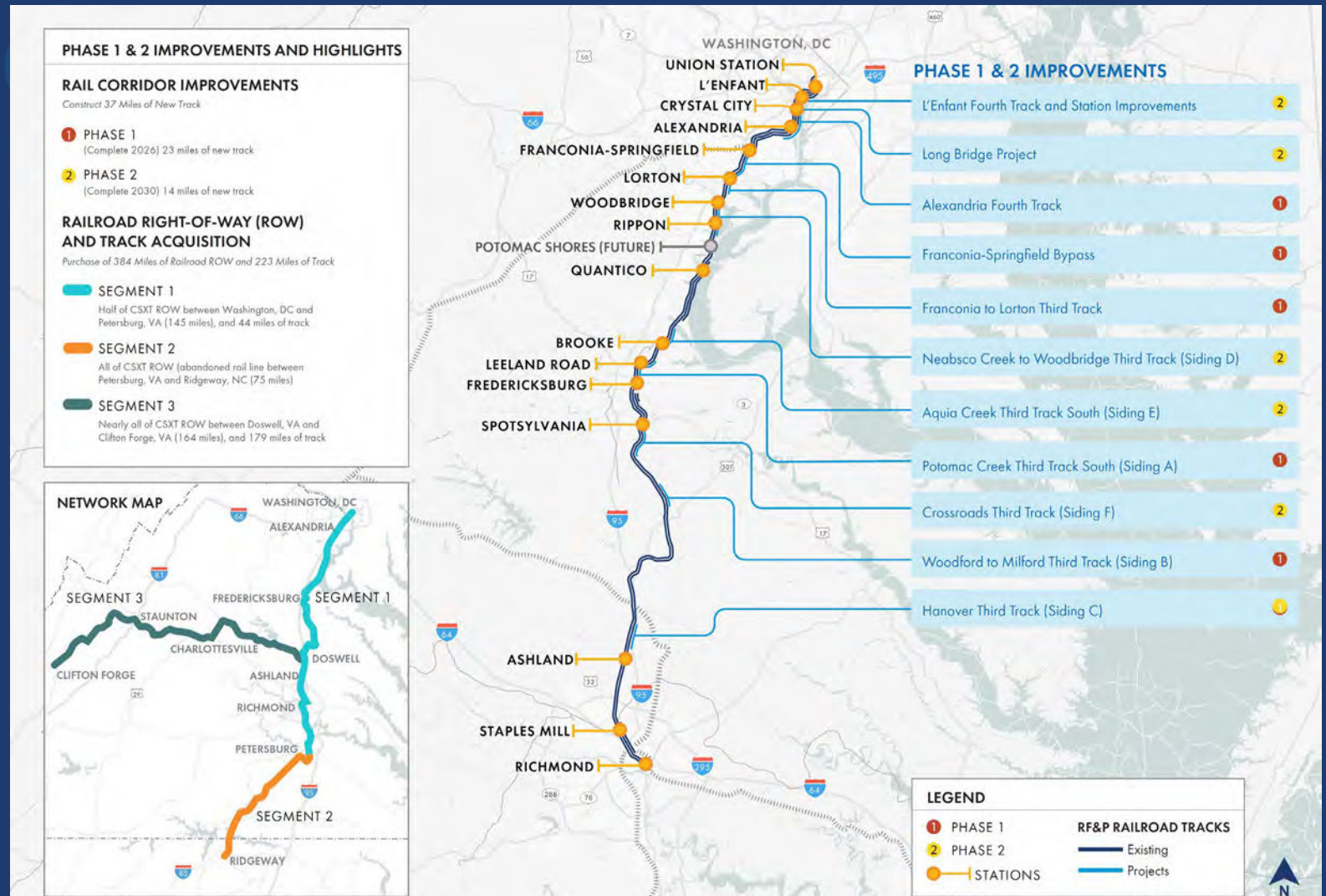
- Created by 2020 General Assembly
- Given all powers necessary for carrying out its statutory purposes:
 - Design, build, finance, and maintain rail facilities
 - Direct recipient of USDOT Grants
 - Eminent domain powers in Virginia
- Will own rail assets and right of way
- Will partner with others to operate passenger and commuter rail service
- Governed by a 15-Member Board



Transforming Rail in Virginia

Transforming Rail in Virginia

- Infrastructure Improvements including New Long Bridge to Expand Rail Service in Virginia
- Phase 1 Improvements Complete in 2026
- Phase 2 Improvements Complete in 2030
- Each phase will trigger additional VRE and Amtrak service
- Doubling of state-supported Amtrak service into Union Station and 75% increase in VRE commuter rail service



Long Bridge Project Location



Historic Long Bridge

From District Department of Transportation, "14th Street Bridge Complex (Various)," *DDOT Historic Collections*, accessed April 28, 2022, <https://ddotlibrary.omeka.net/items/show/39#lg=1&slide=105>.



Historic Long Bridge from Virginia Shoreline.

From District Department of Transportation, "14th Street Bridge Complex (Various)," *DDOT Historic Collections*, accessed April 28, 2022, <https://ddotlibrary.omeka.net/items/show/39#lg=1&slide=124>.



Project Schedule

DDOT Led

**2011-2016
Pre-NEPA**

2011 FRA ARRA Grant

Phase I Study
2012-2015

Phase II Study
2015-2016

DDOT-DRPT Partnership
through MOU

**2016-2020
NEPA**

2016 FRA TIGER Grant

FEIS/ROD Complete
September 2020

Long Bridge Act
December 2020

Identified Mitigation
Commitments &
Permit Identification

VPRA Led

**2021-2023
Preliminary
Engineering (PE)**

Design 15% to 30%

Determine Project
Delivery Method

Begin Environmental
Mitigation & Permits

Procurement of PMSS
Consultant

**2023-2030
Final Design &
Construction**

Design-Bid-Build or
Alternative Project
Delivery

Land Acquisition
Activities

Permitting

Final Design &
Construction



Project Scope

1.8 mile

Project

3

Rail Operators

2

New Tracks VA to DC

20,000

Feet of Track

6,500 ft

Rail Bridges

5

New Rail Bridges

3,500 ft

Retaining/Crashwalls

1

Maine Ave Ped Bridge

70

Daily Trains

1

New Potomac River
Bike-Ped Bridge

2,500 ft

Potomac River
Bike-Ped Bridge

37

Stakeholders



Stakeholders



The Washington Marina
Yacht Basin One



US Army Corps
of Engineers®



U.S. Department of Transportation
Federal Railroad Administration

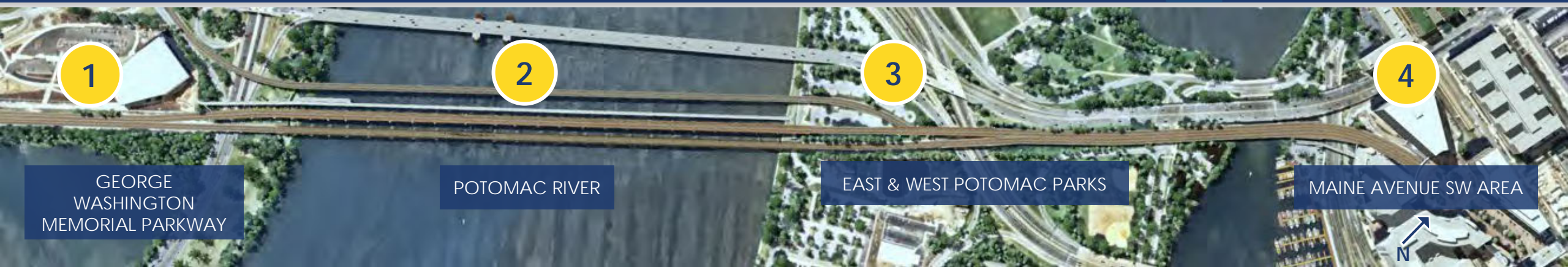


U.S. Department of Transportation
Federal Transit
Administration

... and more



Project Scope



The Project corridor is separated into four areas to reflect the varying site conditions and the transition from parkland to an urban context.

Phase		Structures
1	GW Parkway	<ul style="list-style-type: none">• Rail Bridge (extends over Potomac River)• Bicycle-Pedestrian Bridge (extends over Potomac River)• Retaining Walls and Landscape Design
2	Potomac River	<ul style="list-style-type: none">• Potomac River Rail Bridge (extends over GWMP)• Potomac River Bicycle-Pedestrian Bridge (extends over GW Parkway)• Retaining Walls and Landscape Design
3	East & West Potomac Parks	<ul style="list-style-type: none">• Potomac River Rail Bridge Landing• Potomac River Bicycle-Pedestrian Bridge Landing• WMATA/I-395 Bridge• Ohio Drive SW (East) Bridge• Washington Channel Rail Bridge• Retaining Walls and Landscape Design
4	Maine Avenue SW Area	<ul style="list-style-type: none">• Maine Avenue SW Rail Bridge• Retaining Walls• Maine Avenue SW Pedestrian Bridge

1 GW Parkway | Rail Bridge

Proposed: GW Parkway Crossing

Design approximates the historic character of the existing Bridge crossings at the GW Parkway through an arched weathered steel span, stone-clad retaining walls and piers.

Potomac River Rail Bridge		
1	Number of Spans	Two equal length 100-foot-long spans over the GW Parkway roadway. The Bridge continues for 25 more spans over the MVT, Potomac River and Ohio Drive SW (West).
2	Superstructure	Weathering Steel Arched Through Girders
3	Substructure	Abutment A – Cantilever Abutment with Stone cladding Pier 1 and 2 – Wall Piers with Stone cladding

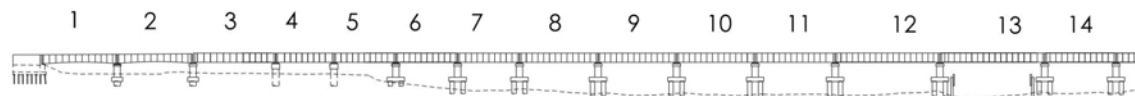
Proposed Rail Bridge Structure at GW Parkway



Bicycle-Pedestrian Bridge not shown for clarity of the Rail Bridge.



Bicycle-Pedestrian Bridge as proposed in front of Rail Bridge at GW Parkway.

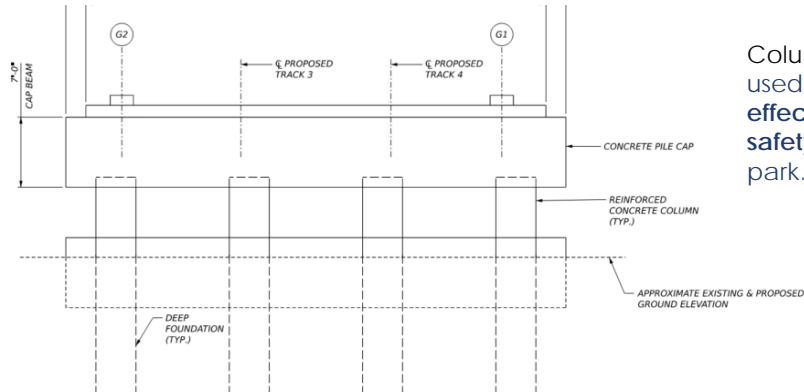


Key Elevation to Potomac River Rail Bridge

1 GW Parkway | Rail Bridge

Proposed: GW Parkway to Potomac River

- Type:** Column piers, instead of solid wall piers are intended to **maximize visibility, safety, and security through the park**. Typical wall piers would greatly reduce the overall park visibility and create a tunnel effect that would hinder the open, natural feel of the area. Additionally, the column piers create a natural transition point between the GW Parkway and the Long Bridge historical character.
- Aesthetics:** Plain concrete column piers and pier caps.



Column Piers within GW Parkway used to **reduce tunneling effect, maximize visibility, safety, and security** through the park.



*Proposed Rail Bridge Structure at Mount Vernon Trail
Note: Bicycle-Pedestrian Bridge not shown for clarity of the Potomac River Rail Bridge.*



Proposed Rail Bridge, Bicycle-Pedestrian Bridge and ramps at Mount Vernon Trail.

Potomac River Rail Bridge

1	Number of Spans	One approximately 75-foot span over MVT. The Bridge continues for 24 more spans over the Potomac River and Ohio Drive SW (West) to the North and for two spans over GW Parkway to the South.
2	Superstructure	Weathering Steel Through Girders
3	Substructure	Pier 3, 4 – Concrete Column Piers

The diagram shows a key elevation of the Potomac River Rail Bridge. It features a series of spans and piers, with a yellow box highlighting the section over GW Parkway. The spans are numbered 1 through 18, and the piers are numbered 1 through 18. The diagram is labeled with '1' at the top and '2' at the bottom.

Key Elevation to Potomac River Rail Bridge

2 Potomac River | Rail Bridge

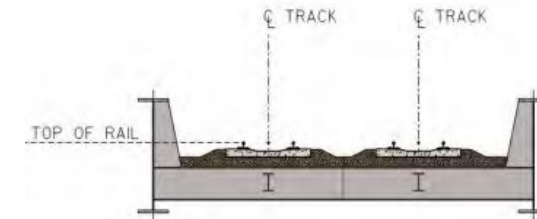
Proposed Design: Overall

The design nods to the existing Long Bridge by approximating, without replicating, the structure, material, and form of Long Bridge including its through girder spans and the form and spacing of its piers. The use of steel through plate girders is a requirement of the PA, developed pursuant to Section 106 process and the FEIS/ROD.

Potomac River Rail Bridge		
1	Number of Spans	22 approach spans and one navigational channel span over the Potomac River. The Bridge continues for one more span over Ohio Drive SW (West) to the north and for three spans over GW Parkway to the south. The spans vary from approximately 80 feet to 130 feet.
2	Superstructure	Weathering Steel Through Girders with depths of approximately 12 feet
3	Substructure	Pier 5 - 26 – Wall Piers



Rendering of Proposed Rail Bridge Pier Over Potomac River.



A steel through girder bridge is comprised of two lengthwise girders spanned by floorbeams.



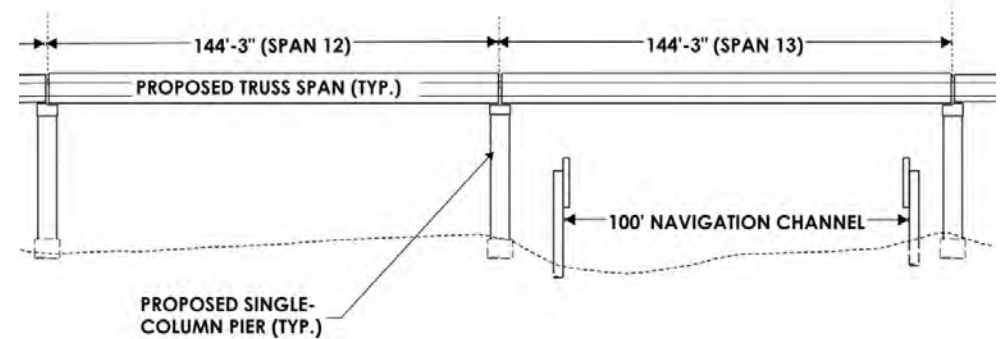
Key Elevation to Potomac River Rail Bridge

2 Potomac River | Bicycle-Pedestrian Bridge

Proposed Piers and Channel Crossing

Piers are concrete and have a minimal profile. Each pier aligns with the adjacent bridge pier placement in the river. Existing pier spacing is uniform with wider spacing at the navigational channel to accommodate watercraft. To accommodate any increased span length, the bicycle-pedestrian bridge truss height increases to support the longer span.

Rendering of bridge over the river, (Navigational Channel span begins at left-hand side of image)



Elevation of Bicycle-Pedestrian Bridge spans at river navigation channel

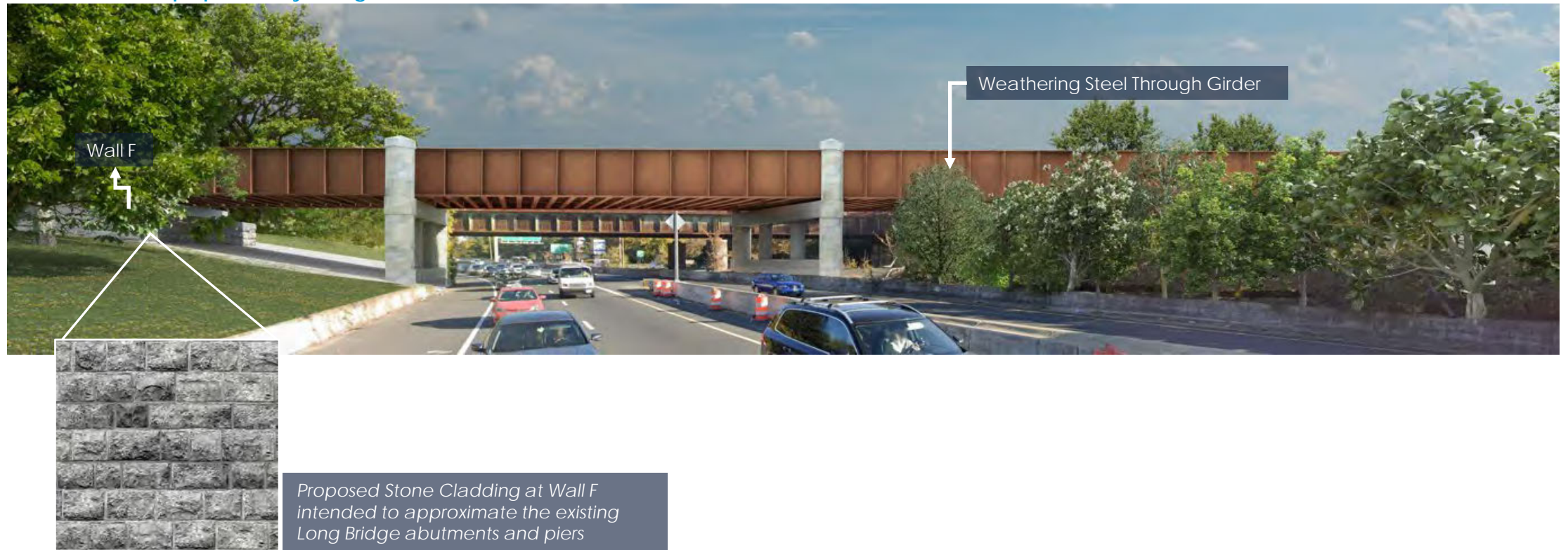


Rendering of bridge from the river

3 East and West Potomac Parks | Proposed

b WMATA/I-395 Rail Bridge

For illustration purposes only. Design details will be refined based on comments.



3 East and West Potomac Parks | Proposed

b Ohio Drive SW (East) Rail Bridge

For illustration purposes only. Design details will be refined based on comments.



3 East and West Potomac Parks | Proposed

C Washington Channel Rail Bridge

For illustration purposes only. Design details will be refined based on comments.



Rendering of Proposed Washington Channel Bridge (looking northeast)

Existing Abutments to be preserved and modified as retaining walls in front of proposed Abutments

4 Maine Avenue SW Crossings | Proposed

Maine Avenue SW Rail Bridge

Elevation View Sketch of Proposed Bridge: For Illustration only.
Design details will be revised based on feedback.



Visualization of Proposed Maine Avenue SW Bridge



Existing Rail Bridge from Maine Avenue SW
(looking southeast towards Washington Marina)

Progress Update

Work Completed

- 15% design development
- Soil boring sampling
- Utility research and mapping
- Survey and property research
- Tree survey and arborist evaluation
- Stakeholder coordination
- Scour analysis
- Design approvals: CFA and NCPC

Next Steps

- 30% design development in progress
- Construction contract procurement
- Stakeholder coordination and feedback
- Agreement drafting
- Determine QA/QC responsibility
- Preliminary construction permitting



Program Management Support Services (PMSS) Contract Description

- The Virginia Passenger Rail Authority (VPRRA) requires the services of a site specific professional architectural and engineering (A/E) consultant to provide engineering and construction support services for the Long Bridge Project. The consultant will be assisting VPRRA by providing A/E services associated with Project Management/Construction Management and Engineering Support Services, as detailed in the RFP.
- It is anticipated that one contract will be awarded in response to this RFP.
- Only A/E firms may compete for this contract. The Offerors and their A/E subcontractors must demonstrate that they are permitted by law to practice the profession of architecture or engineering in the Commonwealth of Virginia.
- The anticipated performance period is nine (9) years.

Program Management Support Services (PMSS)

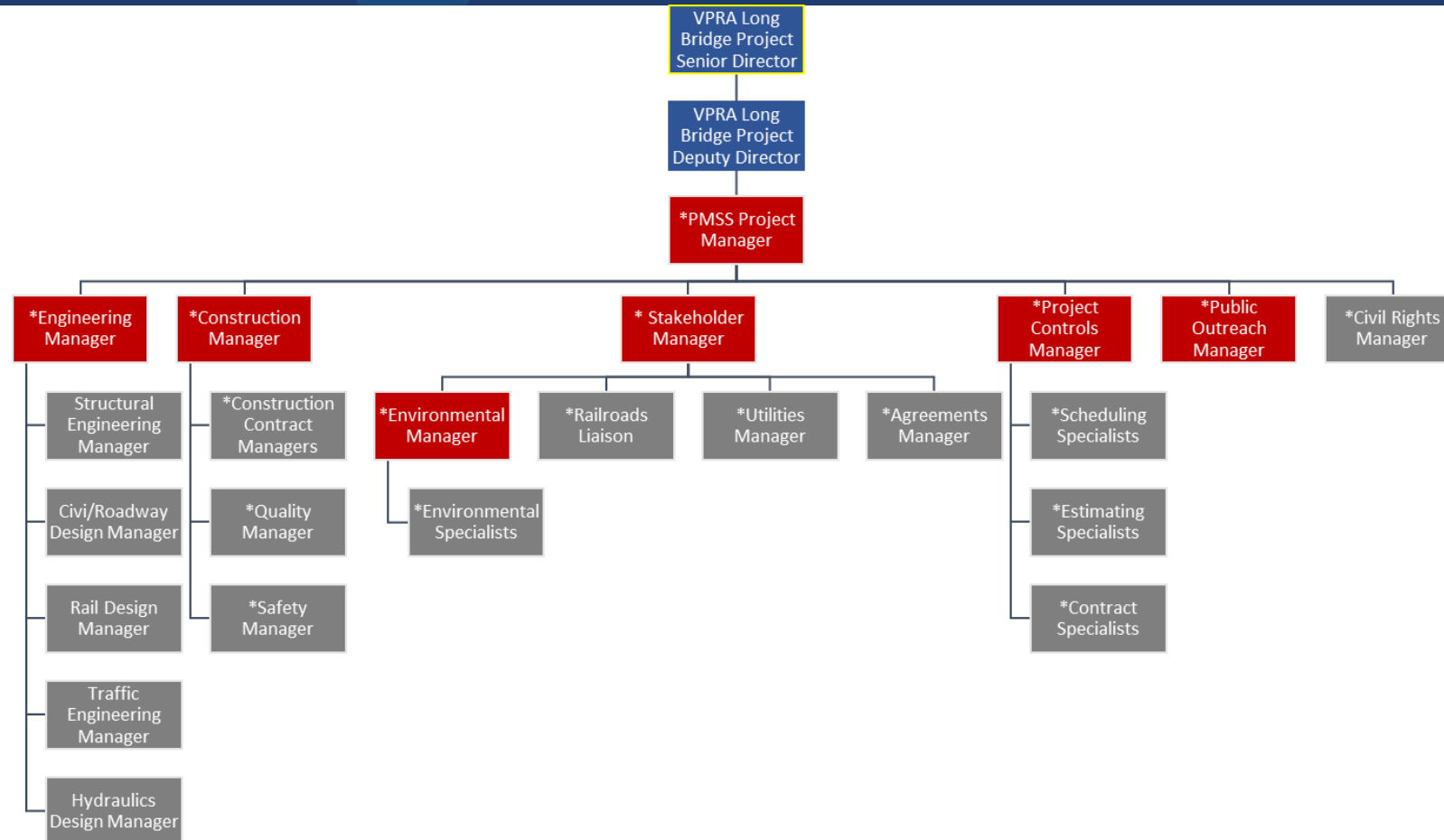
Contract Description—Scope Details

- Engineering/Construction, including QA/QC and Safety
- Cost, Budget, Schedule, Change Orders, Documentation, and Reporting
- Procurement Documents
- Environmental Studies and Permitting
- Maintenance of Rail, Highway, and Marine Traffic
- Stakeholder Coordination/Agreement Development
- Civil Rights Compliance Oversight
- Public Affairs, Outreach and Communications
- Property Acquisition/Utility Coordination Support

Program Management Support Services (PMSS) Contract Description—Key Personnel

- Project Manager
- Project Controls Manager
- Engineering Manager
- Construction Manager
- Stakeholder Manager
- Environmental Manager
- Public Outreach Manager

Program Management Support Services (PMSS) Contract Description—Org Chart



Program Management Support Services (PMSS) Contract Description—Contract Phases

- Pre-Construction (Q1 2023-Q3 2024)
 - Completion of Preliminary Design, Construction Procurement, Third Party Agreements Finalization, Preliminary Construction Permitting, Property Acquisition, Determination of QA/QC Responsibility, Utility Coordination/Relocation
- Construction (Q4 2024-Q3 2030)
 - Final Design, Construction Management & Inspection, QA/QC Execution, Safety Program Oversight, Construction Permit Management, Third Party Coordination
- Post-Construction (Q4 2030-Q1 2032)
 - Contract Closeout, Final Documents Management, Facilitation of Revenue Operations Commencement

VPRA Organizational Conflict of Interest (OCI) Policy

- This procurement will be governed by VPRA's OCI policy, which can be found here: [VPRA Organizational Conflict of Interest Policy Executed-FINAL Effective 08_24_2022_V1.pdf](#) (vapassengerrailauthority.org)
- Firms have an obligation to disclose
 - Disclosure should contain detailed description of (i) the facts and circumstances giving rise to the actual or potential Organizational Conflict of Interest; and (ii) any efforts the Contractor has taken or proposes to take to mitigate the conflict.
- Contractor's obligation to disclose is ongoing
- VPRA Determination: Wherever possible, the request shall be submitted not less than fifteen (15) days prior to the due date for submittals on any pending procurement involving a VPRA Project.

RFP Number: 1-001-22-0002: Key Dates (subject to change)

- 8/29/22: RFP Issued
- 9/7/22: Optional Pre-Proposal
- 9/12/22: Deadline for submittal of Questions
- 10/6/22: Proposals Due (by 2:00 PM EST)
- 1/24/23: Contract Award

Program Management Support Services (PMSS) Contract Description—DBE Compliance

- After analysis of current data for the Long Bridge Project Management/Support Services Project, there is a 12% DBE goal for this project
- The DBE goal will be updated via an addendum
- The 12% project specific DBE goal was sent to FTA to confirm the project meets requirements of 49 CFR Part 26.

Questions and Answers

- If attending virtually, please submit your questions via the Q&A section of the webinar
- All questions (in-person and virtual) will be recorded with the answers posted in a written addendum to the solicitation.
- As a reminder, any changes to the solicitation resulting from this conference will be issued in a written addendum to the solicitation.
- VPRA received several questions in advance of the pre-proposal and will start the Q&A by reviewing them

Q&A

- VPRA received several questions regarding qualifications of key personnel. Areas of focus included:
 - What is required and what is preferred?
 - Per exhibit Two (2), resumes for the key personnel are required and the qualifications listed for these individual positions are preferred
 - Exhibit 2, Sections 1.0 and 3.0 reference “Public Outreach Manager” as a key position, while section 2.0 describes the role as “Public Relations Manager”. Which title is the correct reference for that Key Personnel Position?
 - It is a Public Outreach Manager
 - Qualifications for the Stakeholder Manager, can certifications such as PMP or AICP and experience collaborating with engineering disciplines on large, complex programs substitute for a PE license and BS in Civil Engineering?

- *In the evaluation criteria (section 14.0), the text for tab four (4) relates to the Project Manager as opposed to the Project Staff and is also the same text associated with *Qualifications and Experience of Project Manager (Tab 5)*. This is inconsistent with the 13.2 Specific Requirements for Tab 4. Please clarify that the 14.0 Evaluation Criteria *Qualifications and Experience of Project Staff (Tab 4)* should relate to the Project Staff.*
- Correct, VPRA will redline the RFP via an addendum and Tab Four (4) will be for Project Staff and Tab Five (5) will be for Project Manager
- What it considers to be the Mid-Atlantic region?
 - The Mid-Atlantic region is the states of New York, New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia and North Carolina

Q&A

- Open Q&A
- If attending virtually, please submit additional questions via the Q&A section of the webinar



Addendum No 2

DATE: 9/13/2022

Reference: RFP# 1-001-22-0002
Commodity/Title: Project Management Support Services, Long Bridge Project
Issue Date: 8/29/2022
Proposal Due: **10/6/2022 (by 2:00 PM EST)**

TO ALL OFFERORS:

This Addendum No. 2 sets forth the DBE contract goal requirements and includes forms referenced in the RFP as Attachments D and F.

The DBE contract goal for this procurement is **12%**. Offeror's must complete the attached DBE Certification and Utilization Form (Form PD 50) and include a fully executed copy with their proposal submittal. Following the award of the Contract, the successful Offeror(s) shall report compliance with their DBE utilization plan using the attached Monthly DBE Participation Report (Form PD 51).

NOTE: Offerors must acknowledge receipt of this Addendum in writing within the RFP Cover Page (FORM PD 07) at time of proposal submittal.

Very truly yours,

A handwritten signature in black ink that reads "John Kostyniuk". The signature is written in a cursive, flowing style.

John Kostyniuk
Director of Procurement

DBE CERTIFICATION AND UTILIZATION FORM

CONTRACT NO.: _____
FTA NO. (if known): _____
DATE SUBMITTED: _____

This DBE Certification and Utilization Form applies solely to meeting the assigned DBE contract goal for DBE participation. If the assigned DBE contract goal is greater than zero, each Bidder/Offeror, including DBE prime Bidders/Offerors, shall complete and submit this form with their bid/proposal. SHOULD THE BIDDER/OFFEROR FAIL TO COMPLETELY FILL OUT, SIGN, AND SUBMIT THIS FORM WITH THE BID/PROPOSAL WHEN THE ASSIGNED DBE CONTRACT GOAL IS GREATER THAN ZERO, THE BIDDER/OFFEROR WILL BE CONSIDERED NON-RESPONSIVE.

Instructions:

- A. If your firm is currently certified as a DBE by the DSBSD/MWAA, complete only Part I of this form in the event you intend to fulfill the DBE contract goal through work to be performed by your own forces.
- B. If your firm is not currently certified as a DBE by the DSBSD/MWAA, complete Part II of this form if you will meet or exceed the DBE contract goal and Parts II and III if you will not meet or exceed the DBE contract goal.

Certification:

The undersigned Bidder/Offeror has satisfied the requirements of the bid specification/request for proposals terms in the following manner. (Please mark the appropriate box)

- ☐ The Bidder/Offeror is committed to a minimum of 12% DBE utilization on this contract.
- ☐ The Bidder/Offeror, while unable to meet the DBE contract goal of 12%, hereby commits to a minimum of _____% DBE utilization on this contract and submits the attached documentation as evidence demonstrating good faith efforts in seeking participation by certified DBE firms.

The Bidder/Offeror certifies this form accurately represents its solicitation and utilization or non-utilization, as indicated, of the firms listed below for performance of work on this contract. Bidder/Offeror certifies that it had direct contact with the named DBE firms regarding participation of this project. Bidder/Offeror certifies, if awarded this contract, that it shall award subcontracts to or enter into agreements with the named DBE's. If the Bidder/Offeror is submitting evidence of good faith efforts to secure participation, Bidder/Offeror certifies that the good faith efforts information/documentation is true, accurate and correctly reports the actions taken by the Bidder/Offeror.

The undersigned further understands that no changes to this statement may be made without prior approval from VPRA and any federal funding partner.

Bidder's/Offeror's Firm Name

Signature of Authorized Representative

Date

DBE FULFILLMENT BY PRIME CONSULTANT

To be completed ONLY by Bidders/Offerors that are certified as a DBE by DSBSD/MWAA at time of bid/proposal submittal and which intend to fulfill the contract goal through work to be performed with its own forces:

DSBSD/MWAA Certification number: _____ Certification Date: _____

Part II

DBE SUBCONTRACTOR/SUPPLIER UTILIZATION

[illegible]

NOTE: ATTACH ADDITIONAL PAGES, IF NECESSARY.

¹ For purposes of this form, "Small Business" shall have the meanings set forth in Va. Code § 2.2-1604 and includes only those firms which hold a certification as such by the DSBSD on the due date for bids/proposals. This shall also include DSBSD-certified micro, women-owned, minority-owned, and service-disabled veteran-owned businesses when they also hold a DSBSD certification as a small business on the proposal due date.

PART III

GOOD FAITH EFFORTS

If the Bidder/Offoror cannot fully meet the DBE contract goal, the Bidder/Offoror shall complete the below items and attach documentation demonstrating the Bidder's/Offoror's Good Faith Efforts (GFE). Examples of relevant documentation in support of GFE includes, but is not limited to, call logs, posted advertisements, attendance to pre-bid/submittal meetings, and records of negotiation. VPRa has the authority to make a fair and reasonable judgment whether a Bidder/Offoror that did not meet the contract goal made adequate GFE.

1. List research efforts conducted by the firm to locate DSBSD/MWAA-certified DBE firms, including but not limited to, advertising in publications or in the classified section of the newspaper where DBEs are likely to see it. List specific research efforts and dates.
2. List subcontractor outreach meetings, conferences, or workshops conducted by the firm to locate DSBSD/MWAA-certified DBE firms—including the dates, participation numbers, and results.
3. Describe any support requested from DSBSD and/or MWAA to identify and solicit participation from DSBSD/MWAA-certified DBE firms on the contract.
4. Provide documentation of direct efforts to solicit participation by DSBSD/MWAA-certified DBE firms on the contract (e.g., telephone call logs, emails, certified letters, etc.). Be sure to list the DBE firm name and dates of contact.
5. Provide documentation of any follow-up efforts made with DSBSD/MWAA-certified DBE firms which your firm directly solicited for participation on the contract (e.g., telephone call logs, emails, certified letters, etc.). Be sure to list the DBE firm name and dates of contact.
6. Identify and describe all circumstances in which a DSBSD/MWAA-certified DBE firm was considered by your firm but ultimately rejected after negotiation due to price or other factors. Be sure to list the DBE firm name and all relevant information.
7. Provide documentation of any assistance offered to interested DSBSD/MWAA-certified DBE firms in obtaining bonds, lines of credit, and/or insurance for the contract.
8. Identify areas of work your firm has subcontracted to DSBSD/MWAA-certified DBE firms for other contracts. Include company names, dates, dollar amounts, and percentages on a per contract basis.
9. Provide documented correspondence (i.e., certified mail, email, receipt of fax transmissions, etc.) to DSBSD/MWAA-certified DBE firms from the lists provided by DSBSD and/or MWAA and other outreach agencies and organizations which indicate the solicitation of such for utilization of subcontracting opportunities on other contracts for which the business has competed.
10. List areas of work which the firm has subcontracted with DSBSD/MWAA-certified DBE firms for upcoming contracts—including the name of the business, certification number, dates, dollar amounts, and percentages on a per contract basis.
11. Please provide narrative details of any other efforts your firm undertook in an effort to attain the DBE contract goal.

MONTHLY DBE PARTICIPATION REPORT

Contract No.:

Check Here if Final Report []

Consultant/Contractor:	Reporting Period (Month/Year):	Report No.:
Contact:	Email:	Phone:

NAME OF CERTIFIED DBE FIRM (Subcontractor/Subconsultant)	DBE FIRM'S FEDERAL TAX ID NUMBER	DATE OF PAYMENT (To DBE)	AMOUNT PAID THIS MONTH (To DBE)	AMOUNT PAID TO DATE (To DBE)

The Consultant/Contractor certifies that the above amounts have been paid to those listed DBE's and that documentation of these payments are available for inspection upon request.	Authorized Signature_____Date_____
	Type/Print Name _____
	Title _____

Subscribed and sworn to before me this ____ day of _____, ____

Notary Public
My Commission Expires:

For Internal Use:

Reviewed by, _____

Dated: _____



Addendum No Three

DATE: 9/20/2022

Reference: RFP# 1-001-22-0002
Commodity/Title: Project Management Support Services, Long Bridge Project
Issue Date: 8/29/2022
Proposal Due: **10/6/2022 (by 2:00 PM EST)**

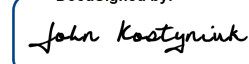
TO ALL OFFERORS:

This Addendum No. [Three] amends the Special Terms and Conditions (Attachment B) by revising Article 2.1 to read as follows:

- 2.1 The Consultant shall at all times comply with the required FTA clauses set forth in this Contract and with all applicable federal laws together with DOT/FTA regulations, policies, procedures, guidance, required terms and conditions, and directives including, without limitation, those listed directly or by reference in the Master Agreement (or any underlying agreement thereto). Federal requirements applicable to this Contract may change due to changes in federal law, regulation, other requirements, or guidance, or changes in the Master Agreement (or any underlying agreement thereto), including any information incorporated by reference and made part of the Master Agreement (or any underlying agreement thereto). The Consultant shall comply with any changes to the federal requirements as are applicable to this Contract, including but not limited to, any new DOT/FTA required terms and conditions as may be issued in response to changes in the federal requirements. The Consultant's failure to fully comply with the provisions of this Article 2.1 shall constitute a material breach of this Contract.

NOTE: Offerors must acknowledge receipt of this Addendum in writing within the RFP Cover Page (FORM PD 07) at time of proposal submittal.

Very truly yours,

DocuSigned by:
 9/20/2022
809558P23865F4D21
John Kostyniuk



Addendum No. Four

DATE: 9/21/2022

Reference: RFP# 1-001-22-0002
Commodity/Title: Project Management Support Services, Long Bridge Project
Issue Date: 8/29/2022
Proposal Due: **10/6/2022 (by 2:00 PM EST)**

TO ALL OFFERORS:

This Addendum No. Four informs Offerors as to the questions/answers that were submitted to VPRA regarding the open RFP.

NOTE: **Offerors must acknowledge receipt of this Addendum in writing within the RFP Cover Page (FORM PD 07) at time of proposal submittal.**

Very truly yours,

A handwritten signature in black ink that reads "John Kostyniuk".

John Kostyniuk
Director of Procurement
Virginia Passenger Rail Authority

M: (804)339-2604

VPRA received the following questions electronically:

Question #1: With regard to the qualifications for key personnel, section 1.1 of Exhibit 2 states that qualifications are preferred. Does this take precedence over the qualifications that are listed as required in the table?

Answer #1: The qualifications listed in Exhibit 2 of the RFP are Preferred. This clarification as relates to Exhibit 2 will be memorialized in a separate Addendum.

Question #2: With regard to the qualifications for the Stakeholder Manager, can certifications such as PMP or AICP and experience collaborating with engineering disciplines on large, complex programs substitute for a PE license and BS in Civil Engineering?

Answer #2: The qualifications listed in Exhibit 2 of the RFP are Preferred. This clarification as relates to Exhibit 2 will be memorialized in a separate Addendum.

Question #3: Within Exhibit 2, Sections 1.0 and 3.0 reference "Public Outreach Manager" as a key position, while section 2.0 describes the role as "Public Relations Manager". Can VPRA confirm which title is the correct reference for that Key Personnel Position?

Answer #3: The correct position title is Public Outreach Manager. This clarification as relates to Exhibit 2 will be memorialized in a separate Addendum.

Question #4: Tab 4, Qualifications of Project Staff and Tab 5, Qualifications of Project Manager both require detailed resumes. Given that the Project Manager is part of the Key Staff addressed in Tab 4, does VPRA want the detailed resume of the Project Manager provided in both Tab 4 and Tab 5?

Answer #4: Please provide the resume for the Project Manager only in Tab Five (5) and the resumes of all other project staff in Tab Four (4). A corrected scoring table is below and will be memorialized in a separate Addendum:

Description	Score
<i>Qualifications and Experience of Offeror (Tab 2):</i> Overall qualifications of the Offeror and the team to be assigned; prior work related to the work.	20 points
<i>Similar Projects (Tab 3):</i> The Offeror's experience related to projects similar to the Project as described in the Statement of Work.	10 points
<i>Qualifications and Experience of Project Staff (Tab 4):</i> Key Personnel's expertise, qualifications, and experience in relation to the project (exclusive of PMSS Project Manager).	15 points
<i>Qualifications and Experience of Project Manager (Tab 5):</i> The Assigned Project Manager's expertise, qualifications and experience in project management related to the work.	10 points
<i>Methodology/Approach (Tab 6):</i> Soundness of the plan and creativity of approach towards the work; demonstrated understanding of the work and the needs of VPRA.	25 points

<i>Organizational Capacity (Tab 7):</i> Offeror's ability to timely perform the work given its current resources.	15 points
<i>DBE Utilization (Tab 8):</i> Offeror's plan to utilize firms certified as DBEs by DSBSD or MWAA; Offeror's status as a DBE.	5 Points
Total	100 points

Question #5: In Tab 7 Organizational Capacity, can VPRA clarify what it considers to be the Mid-Atlantic region?

Answer #5: The Mid-Atlantic region is New York, New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia, and North Carolina.

Question #6: Tab 2.C states that names for additional personnel classifications beyond the Key Personnel are not desired on the Organization Chart, however, recommendations or modifications of non-key staffing classifications is acceptable. To demonstrate our approach to deliver the project and access to available staff, is it acceptable for offerors to provide a summary of staff names for additional personnel classifications in other tabs of the offeror's response?

Answer #6: Yes, Offerors are free to recommend additional personnel classifications beyond those identified in the RFP. Offerors should clearly identify such additional personnel recommendations within their proposals so as to differentiate the content from any required items. As a reminder, proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. The proposal should contain a table of contents which cross-references the RFP requirements.

Question #7: With regard to requirement D for Tab 2 (the number, type, and value of current projects undertaken for the Commonwealth of Virginia, State of Maryland, District of Columbia, CSX Railroad, or Norfolk Southern Railroad, along with the names of the agency / company point of contact for each project):

- a. Would it be possible to get further clarification on the type of projects VPRA is requesting? Many firms do work on a number of projects that are outside of the scope of this particular engagement.
- b. With respect to clients, is VPRA referring strictly to projects for government agencies within Commonwealth of Virginia, State of Maryland, and District of Columbia? Or is VPRA looking for every single project we're undertaking within those geographic boundaries?

Answer #7: Subpart d. to Tab 2 of the RFP is intended to obtain information regarding the Offeror's past performance with the specific governmental bodies and railroad entities identified. There are no requirements as to project type/scope and, as such, all projects responsive to this item should be disclosed within the Offeror's submittal.

Question #8: Pursuant to 1) VPRA's August 24, 2022 Organizational Conflict of Interest Policy (6.0 Conflict of Interest Standards), and 2) the VPRA August 29, 2022 Long Bridge RFP (#1-001-22-0002) (20.0 Organizational Conflict of Interests) – it is critical that a no prospective Long Bridge Project PMSS Offeror have a competitive advantage over others. Under the assumption that some potential Offerors may have developed and/or may still be supporting the development of Long Bridge Project deliverables, it is requested that VPRA make those deliverables, if any, final or draft, available to other Offerors. This could be accomplished in a confidential manner. Deliverables of interest could include (but not be limited to): Project Management Plan (PMP), Project Risk Register, Master Project Schedule, Project Cost Estimate,

Project Quality Management Plan (QMP), Project Financial Plan (FP), Critical Memorandums of Agreement/Understanding, current Design Drawings/Files, etc.

Answer #8: To the extent they arise, matters involving any real or perceived Organizational Conflict of Interest (OCI) will be addressed in accordance with VPRA's OCI Policy. As noted in the OCI Policy at Section 6.6, VPRA may, where feasible, authorize the release of information so as to neutralize or mitigate any significant potential OCI that arises from an Offeror's unequal access to information. This will be addressed on a case-by-case basis. Pursuant to the OCI Policy, Offerors are required to disclose any known OCI to VPRA or request a determination to the extent they are uncertain about whether a particular matter might give rise to an OCI. Offerors shall submit disclosures or requests to john.kostyniuk@vpva.virginia.gov.

Question #9: Under 13.2 Specific Requirements in the RFP, will VPRA consider allowing a two-page cover letter or executive summary of the proposal?

Answer #9: Yes. Please make sure to include any additions in your table of contents.

Question #10: Exhibit 2: Key Personnel & Other Classifications, qualifications for Stakeholder Manager, states that the Stakeholder Manager must possess a BS in Civil Engineering or related field and a Professional Engineer license. Please consider allowing a non-BSCE and/or non-PE to be eligible for the Stakeholder Manager position.

Answer #10: Please refer to our response to question two.

Question #11: In 14.0 Evaluation Criteria, *Qualifications and Experience of Project Staff (Tab 4)* text relates to the Project Manager as opposed to the Project Staff and is also the same text associated with *Qualifications and Experience of Project Manager (Tab 5)*. This is inconsistent with the 13.2 Specific Requirements for Tab 4. Please clarify that the 14.0 Evaluation Criteria *Qualifications and Experience of Project Staff (Tab 4)* should relate to the Project Staff.

Answer #11: Tab 4 in the evaluation criteria is for Qualifications of Key Personnel (exclusive of the PMSS Project Manager) and Tab Five in the evaluation criteria is specific to the PMSS Project Manager. This clarification as relates to Sections 13.2 and 14 of the RFP will be memorialized in a separate Addendum.

Question #12: Tab 2: Qualifications and Experience of Firm states that information within this section (items a through e) shall be provided for the prime and sub-offerors. Information in response to item d for the number of agencies in each state could yield 100's of projects per team member, therefore:

1. Can VPRA remove this requirement for sub-offerors?
2. Would VPRA consider offerors providing a cumulative number of projects/dollar value per client/agency to reduce the number of individual projects it lists?

Answer #12: Tab 2 pertains to the qualifications and experience of the firm (not team members) and, as noted in the RFP, also applies to Sub-offerors. VPRA will not be amending or removing any of the requirements set forth in any of the subparts to Tab 2. Accordingly, Offerors should strictly comply with the submittal requirements as outlined therein.

Question #13: Tab 2.e states "disclosure of any professional disciplinary judgements or actions taken against the Offeror or the Offeror's principles by professional regulatory bodies." Does VPRA require sub-offerors to respond to this disclosure requirement as well?

Answer #13: Yes, the Offeror shall provide any professional disciplinary judgements or actions taken against their firm, and any of their Sub-offerors.

Question #14: TAB 2, Item d requires the number, type, and value of current projects undertaken for the Commonwealth of Virginia, State of Maryland, District of Columbia, CSX Railroad, or Norfolk Southern Railroad, along with the names of the agency / company point of contact for each project. Would VPRA consider limiting the projects to those that are transportation related only?

Answer #14: No. VPRA will not be amending or removing any of the requirements set forth in any of the subparts to Tab 2. Accordingly, Offerors should strictly comply with the submittal requirements as outlined therein.

Question #15: Exhibit 2 paragraph 3.1 states “The Offeror shall provide written descriptions for proposed responsibilities and qualifications for all proposed positions.” May we include the descriptions in an appendix?

Answer #15: Yes. As a reminder, proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. The proposal should contain a table of contents which cross-references the RFP requirements.

Question #16: TAB 2: Qualifications and Experience of Firm, states the following requirement: “d. number, type, and value of current projects undertaken for the Commonwealth of Virginia, State of Maryland, District of Columbia, CSX Railroad, or Norfolk Southern Railroad, along with the names of the agency / company point of contact for each project.” What is VPRA looking for with regards to “value” of current projects undertaken? Does this refer to the overall contract value?

Answer #16: Yes.

Question #17: TAB 7: Organizational Capacity, states the following requirement: “b. disclosure of Offeror’s current workload in the Mid-Atlantic region.” How should Offerors present/structure the current workload (e.g. project name, anticipated completion date)?

Answer #17: It is recommended that Offeror’s provide the following information in response to subpart b. to Tab 7: (a) contract number and name, (b) awarding authority, (c) scope of services (summary description), (d) overall contract value, (e) percentage of completion; and (f) term (including any potential renewals or extensions). Additionally, Offerors are free to limit the disclosures required under subpart b. to Tab 7 to the Offeror’s current major contracts (those with a value of \$5 million and above).

Question #18: Please clarify #11.1. We read this to say that Appendix 1 containing requested exceptions to the RFP Terms is to be submitted after ranking, but that exceptions cannot be taken to terms dictated by federal or state law, regulation or ordinance. Please confirm that reasonable exceptions to any other requirement will be considered, and resolved prior to request for pricing.

Answer #18: VPRA will entertain certain reasonable exceptions to the RFP terms, but as noted, cannot negotiate or waive terms required by any federal or state law, regulation or ordinance. VPRA reserves the right to request that a top ranked Offeror provide pricing during the pendency of any negotiation over RFP terms.

Question #19: We note that Pre-Construction Phase Services include “Performance of hazardous materials investigations” but Construction Phase Services do not include any responsibility regarding certification, handling, removal, and disposal of such hazardous materials. Please confirm our understanding of these responsibilities.

Answer #19: The PMSS may perform studies regarding remediation, but it is anticipated that any physical remediation will be carried out by the contractors.

VPRA received the following questions during the pre-proposal meeting

Question #20: Is there a specific format for resumes?

Answer #20: VPRA understands that standard formatting of resumes can differ for the various positions, however, the following information must be clearly displayed within each resume:

- total applicable years of professional experience.
- total applicable years of professional experience with current employer.
- any degrees, list type of degree, major, name of the university and location.
- any professional certifications.

Question #21: Will VPRA release the names of the evaluation committee?

Answer #21: No. VPRA has a robust committee from across the organization but will not release the names. Since all communications must go through VPRA Procurement, please reach out to John Kostyniuk john.kostyniuk@vpva.virginia.gov if you have any questions.

Question #22: What is an informal interview?

Answer #22: As set forth in the RFP, informal interviews are designed to provide an opportunity for two or more selected Offerors to clarify or elaborate on the corresponding proposal. This is a fact finding and explanation session only and does not include negotiation.

End of questions.



Addendum No. 5

DATE: 9/22/2022

Reference: RFP# 1-001-22-0002
Commodity/Title: Project Management Support Services, Long Bridge Project
Issue Date: 8/29/2022
Proposal Due: **10/6/2022 (by 2:00 PM EST)**

TO ALL OFFERORS:

This Addendum No. 5 informs Offerors as to additional information and materials VPRA will be making available to assist Offerors in preparing their proposal submittals and to provide a level playing field for all Offerors.

Upon execution of a Non-Disclosure and Confidentiality Agreement ("NDA"), all interested Offerors will be provided access to certain Confidential information pertaining to the Long Bridge Project including, but not limited to, the v, and Risk Register. VPRA's NDA provides for a two-tiered level of document classification wherein Confidential Information will be designated as either "Confidential" or "Highly Confidential." Items marked as "Confidential" will be accessible through a password protected site (or provided by hardcopy upon request) and items marked as "Highly Confidential" will require in-person inspection at VPRA's Richmond office.

Offeror's are reminded that other documents pertaining to the Long Bridge Project and potentially relevant to the RFP, are publicly available at <https://transformingrailva.com>. These materials include: (a) the Long Bridge Project document library, timeline, and schedule; (b) VPRA's budget, financial plan, and audits; and (c) various rail agreements.

To obtain a copy of the NDA, Offeror's should contact VPRA's Director of Procurement, John Kostyniuk at: john.kostyniuk@vpva.virginia.gov.

NOTE: Offerors must acknowledge receipt of this Addendum in writing within the RFP Cover Page (FORM PD 07) at time of proposal submittal.

Very truly yours,

John Kostyniuk
9/22/2022

John Kostyniuk



RFP 1-001-22-0002

Long Bridge Project Project Management Support Services

October 6th, 2022

LONG BRIDGE PARTNERS



October 6, 2022

Virginia Passenger Rail Authority




c/o John Kostyniuk, Director of Procurement
919 East Main St.
Richmond, VA 23219

Re: VPRA RFP for Project Management Support Services, Long Bridge (RFP Number: 1-001-22-0002)

Dear Mr. Kostyniuk,

Virginia Passenger Rail Authority (VPRA) has brought renewed excitement and commitment to improving commuter and freight rail service in Virginia – not just for the Commonwealth, but as a vital connection to the national rail network between the Northeast and Southeast corridors. Long Bridge Partners, a Joint Venture of WSP USA Inc. (WSP) and Rummel, Klepper & Kahl, LLP (RK&K), was formed because we share your commitment and are passionate about helping deliver this iconic project. With more than 100 years working in the Mid-Atlantic, and more than 25 years of successful partnering to provide Project Management Support Services (PMSS) for high-profile, major projects in the region and along the Northeast Corridor (NEC), Long Bridge Partners proudly submits our proposal to VPRA to provide PMSS for the Long Bridge Project.

Our team's history on this high-profile project and established relationships with key project partners will allow us to maintain the momentum VPRA has already established. We can seamlessly integrate into your existing collaboration with critical project entities, such as CSX Transportation (CSXT), the National Railroad Passenger Corporation (Amtrak), Virginia Railway Express (VRE), the District Department of Transportation (DDOT) and the Virginia Department of Transportation (VDOT), to keep the project on schedule and achieve the 2030 opening. To make the Long Bridge project successful, we will act as an extension of VPRA by focusing on stakeholder partnerships, continuous innovation, risk mitigation and schedule commitment. We will remain fully committed to VPRA as your representative and partner and offer you the following as we move this project into delivery:

LONG BRIDGE PARTNERS		
★ By the Numbers ★		
		
Staff:	Offices:	Experience:
2,440+ Staff	31 Offices	100+ Years

PROACTIVE	COLLABORATIVE	PROVEN
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Proactive Leadership, Ready on Day One

Long Bridge Partners will be led by our local Project Manager Jefferson (Jeff) Ryscavage, PE, PMP. Jeff brings multi-billion dollar, mega infrastructure project management experience, including implementing complex rail projects with multiple agency stakeholders. Jeff has led some of the most complicated projects in extraordinarily difficult environments in the world – just like Long Bridge. Jeff provides a big picture perspective, while being able to leverage technical resources and drill into technical details. Jeff is a true collaborator and problem solver. His

work on the World Trade Center (WTC) Downtown Restoration and the Long Island Railroad (LIRR) Concourse at New York's Penn Station illustrates his ability to manage the highest profile rail projects in congested, heavily scrutinized locations, with complex political stakeholders. Complementing this world-class experience, Jeff is a local – he lives in Alexandria, VA – and is excited to be committed to the project full-time.

Commitment to Collaboration

Our team looks forward to co-locating with VPRA to facilitate collaboration and promote real-time problem solving and streamlined decision-making. Jeff and our key staff have already begun the collaboration process: after conducting multiple site visits and reviewing publicly available documents, the team has defined critical tasks and milestones within each phase of the Long Bridge project delivery, with its long-term success in mind. In addition, as you will see described in our project approach, Jeff and the team have already worked together to develop a high-level project risk matrix, with proven mitigations to ensure on-time delivery of the project.

Proven Results

We are national program managers that have delivered over \$200 billion in rail, transit and bridge projects over the past decade involving multiple construction packages and alternative delivery methods. VPRA can trust us to be your eyes and ears and act on your behalf to mitigate risk and deliver the Long Bridge project. Our history of partnering to provide project management and construction management (PM/CM) services on projects such as the Maryland Transportation Authority's (MDTA) Nice/Middleton Bridge, Maryland Department of Transportation Maryland Transit Administration's (MDOT MTA) Purple Line, and MDOT/VDOT's Woodrow Wilson Bridge (WWB) demonstrates our ability to perform the required services. Complemented by our subconsultant firms, Long Bridge Partners has supported the delivery of the region's most complex Potomac River Crossings.

The key attribute driving our team, including VPRA, to success is our passion for this project. Our hearts are in it. The people that have been working on the project have a personal desire to see it through. Our key personnel are keenly focused on success through partnership and on promoting a long-term culture of partnership on this project.

Long Bridge Partners truly looks forward to working with VPRA to deliver the Long Bridge project. Should you have questions or require additional information, please contact our Project Manager, Jeff Ryscavage at Jefferson.Ryscavage@wsp.com or 347-504-4419. We are in receipt of Addenda 1, 2, 3, 4, 5 and 6.

Sincerely,



Rolando Amaya, PE
Long Bridge Partners
Principal-in-Charge



Miriam Kronisch, PE, CCM
Long Bridge Partners
Principal-in-Charge

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PROACTIVE



Jeff Ryscavage, PE, PMP
PMSS Project Manager

With Jeff Ryscavage leading the PMSS team, VPRA has an advocate who will proactively work with you to plan ahead and mitigate potential risks throughout each phase of delivery. Jeff is an expert in engaging with owners to procure strong contractor teams, and deliver projects cost-effectively and on or ahead of schedule. Jeff is a true problem solver, and VPRA can trust him to be your partner in delivering the Long Bridge through the next phases of procurement, design and construction.

- » 37 years of experience delivering more than \$12B in complex transportation infrastructure projects
- » Acts decisively and in a timely manner to mobilize large, multi-firm, multidisciplinary project teams, integrating personnel to form an efficient and cohesive team
- » Consensus-builder skilled in maintaining open lines of communication with key stakeholders such as the Federal Transit Administration (FTA), Amtrak and CSXT to navigate issues while balancing technical constraints



Jovita Stander, PMP, PMI-SP
Project Controls Manager

- » 20 years of experience managing large project controls teams to help deliver complex, multi-billion dollar projects on time
- » Leads teams leveraging project management tools to efficiently manage cost, schedule, estimating and contract administration



Robert Smythe, PE
Engineering Manager

- » 15 years of experience managing design of major infrastructure projects
- » Project coordinator for VPRA's Transforming Rail in Virginia (TRV) project, bringing strong agency and stakeholder relationships



Lee Yowell, PE, CCM
Construction Manager

- » 28 years of experience leading construction of mega projects involving heavy phasing and alternative delivery
- » Construction Manager for the Nice/Middleton and Woodrow Wilson Bridges, both over the Potomac River



Henry Kay, AICP
Stakeholder Manager

- » 32 years of project and stakeholder management for more than \$2B in projects
- » Long-term relationships with Long Bridge stakeholders Federal Railroad Administration (FRA), FTA, DDOT VDOT, VRE, and National Park Service (NPS)



Kate Traut, PWA, ISA-CA, QP
Environmental Manager

- » 20 years of experience managing complex environmental regulatory requirements
- » Ability to facilitate resource impact coordination to achieve permit approvals and reduced mitigation requirements



John Undeland
Public Outreach Manager

- » 35 years of public outreach and public relations experience
- » Involved in the reconstruction/rehabilitation of four Potomac River Bridges in the last 15 years

COLLABORATIVE

For more than 25 years, WSP and RK&K have successfully collaborated on high-profile projects throughout the Mid-Atlantic, engaging with the same project partners and stakeholders crucial to the Long Bridge. For VPRA, we have formed a joint venture partnership, Long Bridge Partners, with a single goal – to work as one team to support the successful delivery of the Long Bridge project. We commit to collaborating for your success, working in unison to meet your 2030 opening.



LONG BRIDGE PARTNERS

Partnering Charter "One Team, One Vision, One Goal"

As members of the Long Bridge Partners Team, we are committed to working together as One Team, with a common goal, to support VPRA in delivering the Long Bridge project using open communication and exceeding project goals and expectations for safety, environmental compliance and mitigation, quality, schedule, budget and stakeholder partnering. Our goal is to support VPRA in procuring strong contractor teams and overseeing design and construction using proven work practices that have allowed us to successfully deliver projects across the Mid-Atlantic on time, within budget, and with a dedicated focus to managing risk for our clients.

PROVEN

Our team's history of providing project and construction management on projects, such as Woodrow Wilson Bridge and Nice/Middleton Bridge demonstrates our ability to perform the services VPRA requires to deliver the Long Bridge.

MDTA Nice Bridge PM/GEC/CM \$1B	MDOT MTA Purple Line P3 PMC \$3.4B	VDOT/MDOT Woodrow Wilson Bridge PM \$2.4B	DDOT South Capitol/ FDMB PM/CM \$2.56B	American Legion Memorial Bridge \$1B

The Transforming Rail in Virginia program, and the Long Bridge project in particular, are critical for expanding mobility, equity and economic development throughout the Commonwealth of Virginia. WSP and RK&K couldn't be more proud to offer our very best resources to partner with VPRA to bring the TRV vision to reality. Projects like Long Bridge are why we do what we do.

Rolando Amaya, PE

Principal-in-Charge

Miriam Kronisch, PE, CCM

Principal-in-Charge



RFP Cover Sheet

VIRGINIA PASSENGER RAIL AUTHORITY
RFP No. 1-001-22-0002-VPRA

CONSULTANT INFORMATION AND ACKNOWLEDGEMENT

A. Contact Information

Company Name: Long Bridge Partners
 Address: 1250 23rd Street, NW
Washington, DC 20037

Phone: (202) 783-0241 Fax Number: (202) 293-0787

DUNS NO.: The General Partnership Long Bridge Partners does not have a DUNS No. FEI/FIN NO.: 88-3847178

*The DUNS of each general partner is listed below.

Website: https://www.wsp.com/en-us https://www.rkk.com/

*WSP USA Inc.: 55-666-8700 and Rummel, Klepper & Kahl, LLP: 04-498-1322

B. Offeror's Point of Contact (POC)

Name: Rolando Amaya, PE
 Title: Senior Vice President
 Phone (Work): 202-783-3092
 Phone (Mobile): 609-468-3746
 Email: rolando.amaya@wsp.com

C. DBE / Small, Minority & Woman Owned Business Information

(Please check all that apply)

Federal Classifications:

DBE: () YES (X) NO CERTIFICATION#: _____
 ISSUING BODY: _____

Out of State firm that is certified as a DBE by their home state's Unified Certification Program: () YES (X) NO

Commonwealth of Virginia Classifications (SWaMs):

Small/Micro Business: () YES (X) NO
 Women-Owned Business: () YES (X) NO
 Minority-Owned Business: () YES (X) NO
 Service-Disabled Veteran Owned Business: () YES (X) NO
 DSBSD CERTIFIED: () YES (X) NO CERTIFICATION#: _____

Other Classifications:

Certified small, disadvantaged or veteran-owned business recognized by any other local, state, or federal government entity not listed above: () YES (X) NO

CERTIFICATION#: _____

ISSUING BODY: _____

D. Proprietary or Confidential Information

Does your proposal contain proprietary or confidential information? () YES (X) NO

If so, *complete and attach Appendix 2 with your proposal*

E. Addenda

Acknowledge your receipt of any addenda that may have been issued under this solicitation.

Addendum # One

Addendum Date 09 / 12 / 2022

Addendum # Three

Addendum Date 09 / 20 / 2022

Addendum #: Five
Addendum Date: 09/22/2022

Addendum # Two

Addendum Date 09 / 13 / 2022

Addendum # Four

Addendum Date 09 / 21 / 2022

Addendum #: Six
Addendum Date: 09/23/2022

F. Acknowledgement

In compliance with this RFP and all the conditions imposed herein, Consultant, through its duly authorized representative, offers and agrees to furnish these services in accordance with the proposal.

By, 
(signature)

Rolando Amaya, PE
(printed name)

Its, Senior Vice President
(title)

Dated: October 6, 2022



Attachment E: State Corporation Commission

FORM PD 44
(08/2022)

ATTACHMENT E

PROOF OF AUTHORITY TO TRANSACT BUSINESS IN VIRGINIA

THIS FORM MUST BE SUBMITTED WITH YOUR PROPOSAL/BID, FAILURE TO INCLUDE THIS FORM MAY RESULT IN REJECTION OF YOUR PROPOSAL/BID

Please check the appropriate line below and provide the requested information:

☐

A. Bidder/Offeror is a Virginia business entity organized and authorized to transact business in Virginia by the State Corporation Commission (SCC) and such vendor's Identification Number issued to it by the SCC is: _____.

☐

B. Bidder/Offeror is an out-of-state (foreign) business entity that is authorized to transact business in Virginia by the SCC and such vendor's Identification Number issued to it by the SCC is: _____.

☒

C. Bidder/Offeror does not have an Identification Number issued to it by the SCC such vendor is not required to be authorized to transact business in Virginia by the SCC for the following reason(s):
Long Bridge Partners is a general partnership and not required to be registered with SCC to transact business in Virginia. The Proof of each Joint Venture Partner's Authority to Transact Business in Virginia is attached.
(Please attach additional sheets if necessary.)

☐

D. Bidder/Offeror currently have a pending application before the SCC for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids/proposals (VPA reserves the right to determine in its sole discretion whether to allow such waiver)

Long Bridge Partners

Legal Name of Bidder/Offeror (as listed on W-9)



Authorized Signature

Rolando Amaya, PE - Senior Vice President

Print or Type Name and Title

October 6, 2022

Date

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(08/2022)

ATTACHMENT E

PROOF OF AUTHORITY TO TRANSACT BUSINESS IN VIRGINIA

THIS FORM MUST BE SUBMITTED WITH YOUR PROPOSAL/BID, FAILURE TO INCLUDE THIS FORM MAY RESULT IN REJECTION OF YOUR PROPOSAL/BID

Please check the appropriate line below and provide the requested information:

☐ A. Bidder/Offeror is a Virginia business entity organized and authorized to transact business in Virginia by the State Corporation Commission (SCC) and such vendor's Identification Number issued to it by the SCC is: _____.

☒ B. Bidder/Offeror is an out-of-state (foreign) business entity that is authorized to transact business in Virginia by the SCC and such vendor's Identification Number issued to it by the SCC is: F0501603.

☐ C. Bidder/Offeror does not have an Identification Number issued to it by the SCC such vendor is not required to be authorized to transact business in Virginia by the SCC for the following reason(s):

(Please attach additional sheets if necessary.)

☐ D. Bidder/offeror currently have a pending application before the SCC for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids/proposals (VPA reserves the right to determine in its sole discretion whether to allow such waiver)

WSP USA Inc.

Legal Name of Bidder/Offeror (as listed on W-9)



Authorized Signature

Rolando Amaya, PE - Senior Vice President

Print or Type Name and Title

October 6, 2022

Date

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(08/2022)

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THIS FORM MUST BE SUBMITTED WITH YOUR PROPOSAL/BID, FAILURE TO INCLUDE THIS FORM MAY RESULT IN REJECTION OF YOUR PROPOSAL/BID

Please check the appropriate line below and provide the requested information:

☐

A. Bidder/Offeror is a Virginia business entity organized and authorized to transact business in Virginia by the State Corporation Commission (SCC) and such vendor's Identification Number issued to it by the SCC is: _____.

☒

B. Bidder/Offeror is an out-of-state (foreign) business entity that is authorized to transact business in Virginia by the SCC and such vendor's Identification Number issued to it by the SCC is: K0004178.

☐

C. Bidder/Offeror does not have an Identification Number issued to it by the SCC such vendor is not required to be authorized to transact business in Virginia by the SCC for the following reason(s):

(Please attach additional sheets if necessary.)

☐

D. Bidder/offeror currently have a pending application before the SCC for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids/proposals (VPA reserves the right to determine in its sole discretion whether to allow such waiver)

Rummel, Klepper & Kahl, LLP

Legal Name of Bidder/Offeror (as listed on W-9)

Authorized Signature

Miriam F. Kronisch, PE, CCM | Partner

Print or Type Name and Title

9/8/2022

Date

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<p>PROFESSIONS: ENG</p> 	<p>WSP USA INC 1250 23RD ST NW WASHINGTON, DC 20037</p>	  <small>Demetria J. Mello, Director</small>
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<p>PROFESSIONS: ENG</p> 	<p>WSP USA INC 1 EAST PRATT ST STE 300 BALTIMORE, MD 21202</p>	  <small>Demetrios J. Melis, Director</small>
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BUSINESS ENTITY BRANCH OFFICE REGISTRATION



WSP USA INC
1100 BOULDERS PKWY
STE 503
RICHMOND, VA 23225



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Donalynne J. Mello, Director

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RICHMOND, VA 23225



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AND LANDSCAPE ARCHITECTS**

BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG, ARC



WSP USA INC
277 BENDIX ROAD
SUITE 300
VIRGINIA BEACH, VA 23452




Demetrios J. Melis, Director

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277 BENDIX ROAD
SUITE 300
VIRGINIA BEACH, VA 23452



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**GOVERNMENT
OF THE
DISTRICT OF COLUMBIA**
Muriel Bowser, Mayor

Department of Consumer and Regulatory Affairs

Business Licensing Division
1100 4th Street S.W.
Washington DC 20024

Date Issued : 08/15/2022
Category : 4003
License# : 400322808772
License Period : 08/01/2022 - 07/31/2026

BASIC BUSINESS LICENSE

Billing Name and Address :

Legal Department
WSP USA Inc.

One Penn PlaZA
4th Floor
New York NY 10119

Premise/Application's Name and Address :

WSP USA

1250 23RD Street NW Washington DC

Registered Agent's Name and Address :

C T CORPORATION SYSTEM

1015 15th St NW
Suite 1000
Washington DC 20005

Owner's Name :

Corp. Name : WSP USA

Trade Name :

CofO/HOP# : CO1100557	SSL : 0036 2102	Zone : MU-10	Ward : 2	ANC : 2A	PERM NO. :
		UNITS : 1			

General Business - General Business Licenses

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*License Effective from the later of Issued or Start of License-Period Date



Director :

Ernest Chrappah

Date : 8/15/2022 4:25:41 PM

In the District of Columbia, WSP USA is qualified to practice professional engineering through its affiliated professional corporation WSP P.C.



**GOVERNMENT
OF THE
DISTRICT OF COLUMBIA**
Muriel Bowser, Mayor

Department of Consumer and Regulatory Affairs

Business Licensing Division
1100 4th Street S.W.
Washington DC 20024

Date Issued : 08/03/2022
Category : 4003
License# : 400322808433
License Period : 08/01/2022 - 07/31/2026

BASIC BUSINESS LICENSE

Billing Name and Address :

Meghan Soto
WSP P.C.

One Penn PlaZA
4th Floor
New York NY 10119

Premise/Application's Name and Address :

WSP P.C.

1250 23RD Street NW Washington DC

Registered Agent's Name and Address :

C T Corporation System

1015 15th Street, NW
Suite 1000
Washington DC 20005

Owner's Name : Meghan Soto

Corp. Name : WSP P.C.

Trade Name :

CofO/HOP# : CO1100557	SSL : 0036 2102	Zone : MU-10	Ward : 2	ANC : 2A	PERM NO. :
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Ernest Chrappah

Director :

Ernest Chrappah

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COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500


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

PROFESSIONS: ENG



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



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Demetrios J. Melis, Director

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RK&K
12600 FAIR LAKES CIR, STE 300
FAIRFAX, VA 22030



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02-29-2024

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9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

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

BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG



RUMMEL KLEPPER & KAHL LLP

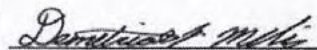
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STE 950

WASHINGTON, DC 20003



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BOARD FOR APELSCIDLA
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100 M ST SE
STE 950
WASHINGTON, DC 20003



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DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2023

NUMBER

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

PROFESSIONS: ENG



RUMMEL KLEPPER & KAHL LLP
700 E PRATT ST STE 500
BALTIMORE, MD 21202



Demetrios J. Melis
Demetrios J. Melis, Director

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DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR AP/ELSCIDLA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407002860 EXPIRES: 12-31-2023
PROFESSIONS: ENG
RUMMEL KLEPPER & KAHL LLP
700 E PRATT ST STE 500
BALTIMORE, MD 21202



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COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

02-29-2024

NUMBER

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

PROFESSIONS: ENG



RUMMEL KLEPPER & KAHL LLP

RK&K

2100 EAST CARY ST

SUITE 309

RICHMOND, VA 23223



Demetrius J. Melis
Demetrius J. Melis, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

BOARD FOR APPLSCIDLA

BUSINESS ENTITY BRANCH OFFICE REGISTRATION

NUMBER: 0411000271 EXPIRES: 02-29-2024

PROFESSIONS: ENG

RUMMEL KLEPPER & KAHL LLP

RK&K

2100 EAST CARY ST

SUITE 309

RICHMOND, VA 23223



(FOLD)

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

DPOR-PC (02/2017)



**GOVERNMENT
OF THE
DISTRICT OF COLUMBIA**
Muriel Bowser, Mayor

Department of Consumer and Regulatory Affairs

Business Licensing Division
1100 4th Street S.W.
Washington DC 20024

Date Issued : 02/12/2021
Category : 4003
License# : 400321803553
License Period : 02/01/2021 - 01/31/2023

BASIC BUSINESS LICENSE

Billing Name and Address :

Mark Dumler
Rummel, Klepper & Kahl, LLP

700 East Pratt StreET
Suite: 500
Baltimore MD 21202

Premise/Application's Name and Address :

RUMMEL, KLEPPER & KAHL

100 M Street SE 950 WASHINGTON DC 20003

Registered Agent's Name and Address :

CT CORPORATION SYSTEM

1015 15TH STREET, SUITE 1000, NW
Washington DC 20005

Owner's Name :

Corp. Name : RUMMEL, KLEPPER & KAHL
Trade Name : RK&K

CofO/HOP# : CO2101228	SSL : 0743N 0077	Zone : D-5	Ward : 6	ANC : 6D	PERM NO. :
		UNITS : 1			

General Business - General Business Licenses

--THE LAW REQUIRES THIS LICENSE TO BE POSTED IN A CONSPICUOUS PLACE ON THE PREMISES--

*License Effective from the later of Issued or Start of License-Period Date



Interim Director :
Ernest Chrappah

Date : 2/12/2021 6:22:04 AM

EXPIRES ON
12-31-2023

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

NUMBER
0407005783

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

PROFESSIONS- ENG


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




Mary Broz-Vaughan, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)

DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

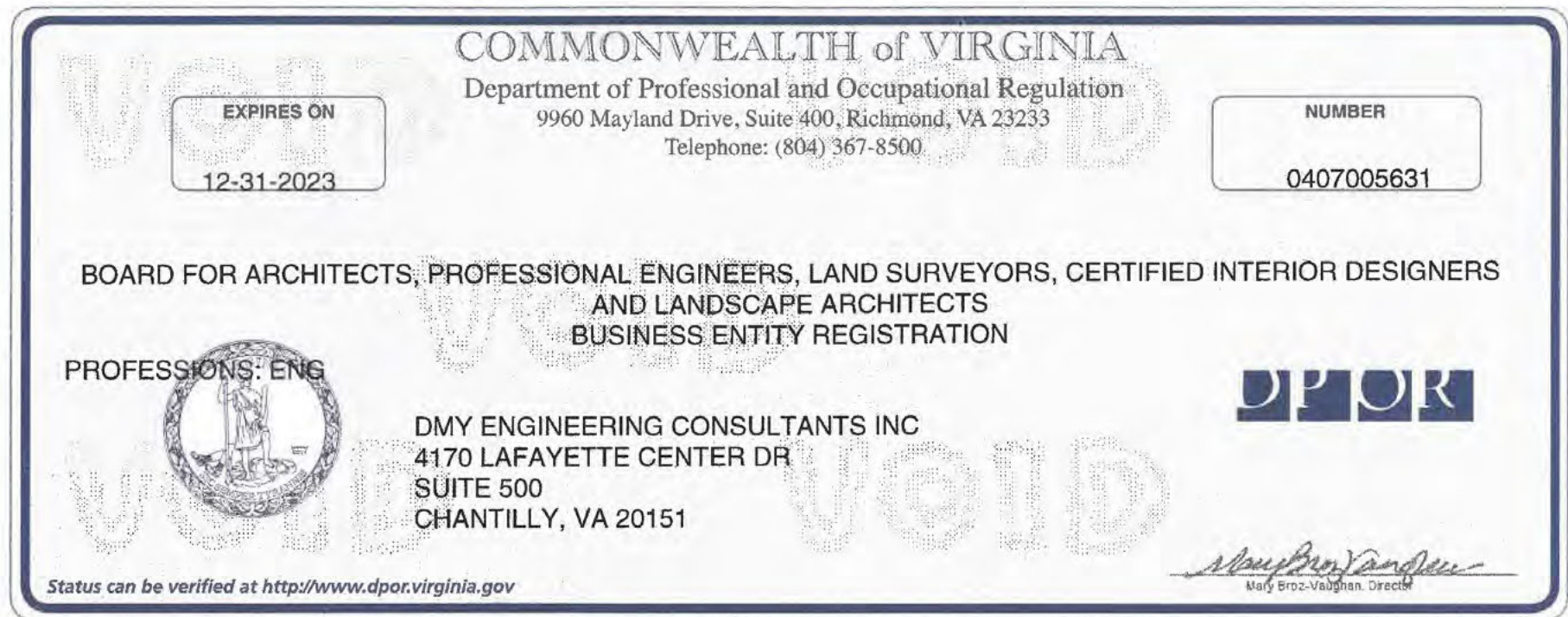
BOARD FOR APELSCIDLA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407005783 EXPIRES: 12-31-2023
PROFESSIONS: ENG
CES CONSULTING LLC
23475 ROCK HAVEN WAY
SUITE 255
DULLES, VA 20166



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DPOR-PC (02/2017)



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DPOR-LIC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

EXPIRES ON

12-31-2023

NUMBER

0407008497

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



FOXXSTEM DC LLC
8419 CHILLUM CT
SPRINGFIELD, VA 22153



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

Domenica J. Mello
Domenica J. Mello, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)

DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR APESCIDLA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407008497 EXPIRES: 12-31-2023
PROFESSIONS: ENG
FOXXSTEM DC LLC
8419 CHILLUM CT
SPRINGFIELD, VA 22153



(FOLD)

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DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

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

EXPIRES ON

02-29-2024

NUMBER

0411000261

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

BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ARC, ENG



GANNETT FLEMING, INC.
4097 MONUMENT CORNER DR STE 500
FAIRFAX, VA 22030




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


Demetrios J. Mella, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)


DPOR-LIC (02/2017)

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COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR APELSCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411000261 EXPIRES: 02-29-2024
PROFESSIONS: ARC, ENG
GANNETT FLEMING, INC.
4097 MONUMENT CORNER DR STE 500
FAIRFAX, VA 22030



(FOLD)

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

DPOR-PC (02/2017)

PATENTS 5,197,705 5,340,159

EXPIRES ON

02-29-2024

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233

Telephone: (804) 367-8500

NUMBER

0411001082

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

BUSINESS ENTITY BRANCH OFFICE REGISTRATION

PROFESSIONS: ENG



GANNETT FLEMING, INC.

115 SOUTH 15TH ST
STE 400
RICHMOND, VA 23219



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


Christine J. Stoltz, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)

DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR APESCIDLA
BUSINESS ENTITY BRANCH OFFICE REGISTRATION
NUMBER: 0411001082 EXPIRES: 02-29-2024
PROFESSIONS: ENG
GANNETT FLEMING, INC.
115 SOUTH 15TH ST
STE 400
RICHMOND, VA 23219



(FOLD)

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DPOR-PC (02/2017)

EXPIRES ON 12-31-2023	COMMONWEALTH of VIRGINIA Department of Professional and Occupational Regulation 9960 Mayland Drive, Suite 400, Richmond, VA 23233 Telephone: (804) 367-8500	NUMBER 0407005863
BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS AND LANDSCAPE ARCHITECTS BUSINESS ENTITY REGISTRATION		
PROFESSIONS: ENG, LS 	MERCADO CONSULTANTS, INC. 17830 NEW HAMPSHIRE AVE #200 ASHTON, MD 20861	  <small>Mary Broz-Vaughan, Director</small>
<small>Status can be verified at http://www.dpor.virginia.gov</small>		

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DPOR-LIC (02/2017)

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DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation




BOARD FOR APPLSCIDLA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407005863 EXPIRES: 12-31-2023
PROFESSIONS: ENG, LS
MERCADO CONSULTANTS, INC.
17830 NEW HAMPSHIRE AVE
#200
ASHTON, MD 20861



(FOLD)

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DPOR-PC (02/2017)

COMMONWEALTH of VIRGINIA Department of Professional and Occupational Regulation 9960 Mayland Drive, Suite 400, Richmond, VA 23233 Telephone: (804) 367-8500	
<div style="border: 1px solid black; padding: 5px; text-align: center;"> EXPIRES ON 12-31-2023 </div>	<div style="border: 1px solid black; padding: 5px; text-align: center;"> NUMBER 0407005614 </div>
BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS AND LANDSCAPE ARCHITECTS BUSINESS ENTITY REGISTRATION	
<div style="text-align: center;">  PROFESSIONS: ENG </div>	<div style="text-align: center;">  STRAUGHAN ENVIRONMENTAL INC 10245 OLD COLUMBIA RD COLUMBIA, MD 21046 </div> <div style="text-align: right; margin-top: 20px;">  <small>Mary Broz-Vaughan, Director</small> </div>
Status can be verified at http://www.dpor.virginia.gov	

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)

DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR AP/ELSCIDLA
BUSINESS ENTITY REGISTRATION
NUMBER: 0407005614 EXPIRES: 12-31-2023
PROFESSIONS: ENG
STRAUGHAN ENVIRONMENTAL INC
10245 OLD COLUMBIA RD
COLUMBIA, MD 21046



(FOLD)

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

DPOR-PC (02/2017)



Key Personnel Licenses

EXPIRES ON

07-31-2024

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233


Telephone: (804) 367-8500

NUMBER

0402032534

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


PROFESSIONAL ENGINEER LICENSE




JEFFERSON MCCLESKEY RYSCAVAGE

1209 CHADWICK AVE

ALEXANDRIA, VA 22308-1721




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


Demetrios J. Melis, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation



BOARD FOR APELSCIDLA

PROFESSIONAL ENGINEER LICENSE

NUMBER: 0402032534 EXPIRES: 07-31-2024

JEFFERSON MCCLESKEY RYSCAVAGE

1209 CHADWICK AVE

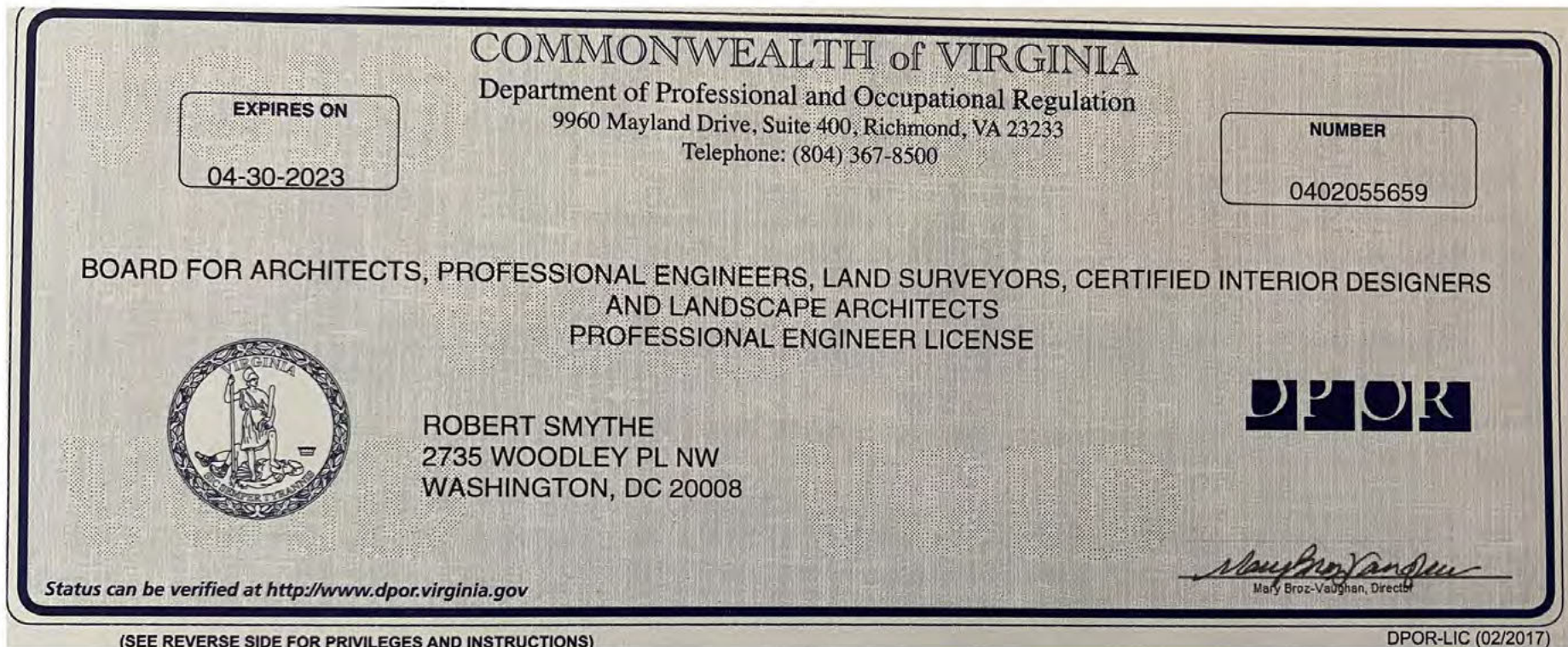
ALEXANDRIA, VA 22308-1721

VOID

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

DPOR-PC (02/2017)

(FOLD)



EXPIRES ON

06-30-2024

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233


Telephone: (804) 367-8500

NUMBER

0402035601

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


PROFESSIONAL ENGINEER LICENSE



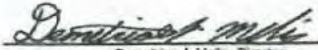
LEE CASTLETON YOWELL

906 ORCHARD ROAD

RICHMOND, VA 23226



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


Demetrios J. Mella, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

The Construction Manager Certification Institute
CCM
Certified Construction Manager

Lee C. Yowell

has voluntarily met the prescribed criteria of the CCM program with regard to formal education, practical experience and demonstrated capability and understanding of the construction management body of knowledge. The aforementioned individual has met the professional standards and demonstrated a commitment to providing the highest level of quality professional construction management services.

2041

CMCI #

Raul D. T. Carr

CMCI Board of Governors Chair



January 2011

Certification Date

January 2023

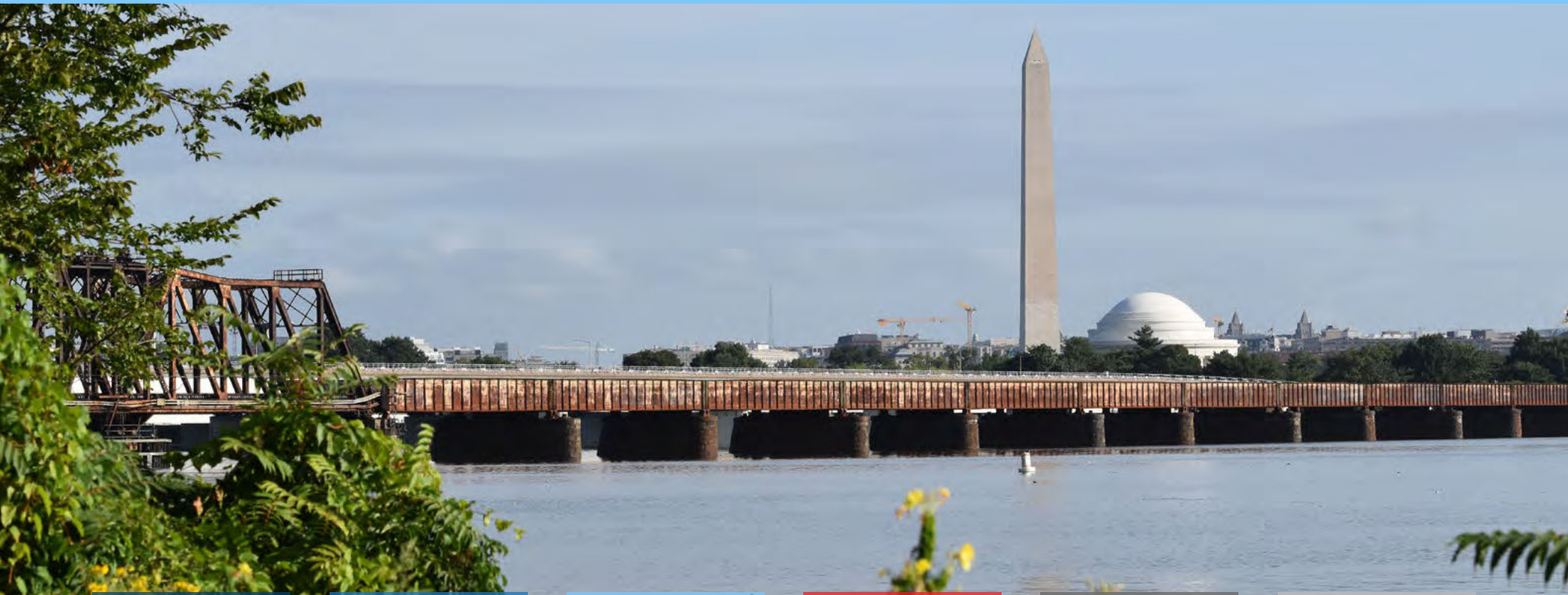
Valid Through

I'm excited to be on the project at the beginning and supporting Jeff in building a strong team with various backgrounds and skillsets. People are the foundation of a successful project and working with Jeff, I will match our team's expertise to the work VPRA needs completed while building robust processes and controls systems to provide accurate, digestible data reporting.

Jovita Strander, PMP, PMI-SP

Project Controls Manager





Tab 2: Qualifications and Experience of Firm

Proven Partnership and Delivery in the Mid-Atlantic

For more than 25 years, WSP and RK&K have worked side by side, helping to deliver complex bridge, railroad and other infrastructure projects throughout the region, including the Woodrow Wilson Bridge, the Nice/Middleton Bridge, and the Purple Line. For VPRA, we have formed a joint venture partnership, [Long Bridge Partners](#), with a single goal – to work as one team to support the successful delivery of the Long Bridge project.

PROACTIVE

COLLABORATIVE

PROVEN

We have added Gannett Fleming (GF) to the team to support track and systems design support, as well as construction inspection services. We have also partnered with several local subconsultants that we have worked with to deliver projects throughout the Mid-Atlantic region.

A. Expertise and Experience of the Firm

A Collaborative Team with Local Expertise

Long Bridge Partners' history on this high-profile project and established relationship working together throughout the region (as illustrated in **Figure 1**) allows us to integrate as a cohesive team and maintain the momentum you have already achieved on this project. VPRA's collaborative approach to working with consultants and the Long Bridge project partners (CSXT, Amtrak, DDOT, FRA/FTA and others) including third parties has positioned the project for success. Long Bridge Partners are committed to maintaining the spirit of collaboration as we develop detailed procurement documents, oversee design, move into critical pre-construction activities, and, once a FTA Full Funding Grant Agreement (FFGA) is signed, manage construction and post-construction – all without impacting schedule and while maintaining railroad operations.

Long Bridge Partners Team Members

Led by PMSS Project Manager Jeff Ryscavage, our lean, core leadership team is locally based; each member of our key project staff has handpicked a team to support them in delivering the PMSS scope. We understand VPRA may need additional services at any time, and we stand ready to support any additional task that comes our way. Our team includes more than 2,400 local experts ready to meet the needs of the Long Bridge project, supporting quick development of documents and working side-by-side with VPRA to get contractor teams on board and prepare for construction of the Long Bridge.

Since 1885, WSP has helped transportation agencies plan, design and manage the construction of complex infrastructure projects, from the original New York City subway system to the country's most complex bridges. WSP is one of the largest program management and engineering firms in the world with a record of delivering projects on time, and on budget. As national railroad program managers, WSP has proven their ability to proactively partner with CSXT and Amtrak throughout the NEC. With a 100+ year history in the Mid-Atlantic, WSP has supported delivery of some of the most complicated projects in the area, including Arlington Memorial Bridge, Elizabeth River Tunnels, Hampton Roads Bridge Tunnel (HRBT), Woodrow Wilson Bridge and the Purple Line.



Since its founding in 1923, RK&K has provided multi-disciplinary planning, engineering, environmental and construction phase services to both public and private sector clients throughout the Mid-Atlantic. RK&K is honored to be recognized as #73 on Engineering News Record's (ENR) Top 500 Design Firms and #7 on ENR's Top Mid-Atlantic Design Firms in 2022. RK&K also ranked #2 among firms in the transportation sector and #10 among Virginia firms.



Long Bridge Partners believes the Long Bridge project will be more than just a bridge: aside from its critical role in expanding rail capacity in the region, the Long Bridge will be another iconic bridge over the Potomac and a major connection to the NEC.

Figure 1: Experience with Potomac River crossings and in the Long Bridge project area



Decades of experience in and around the Long Bridge project area

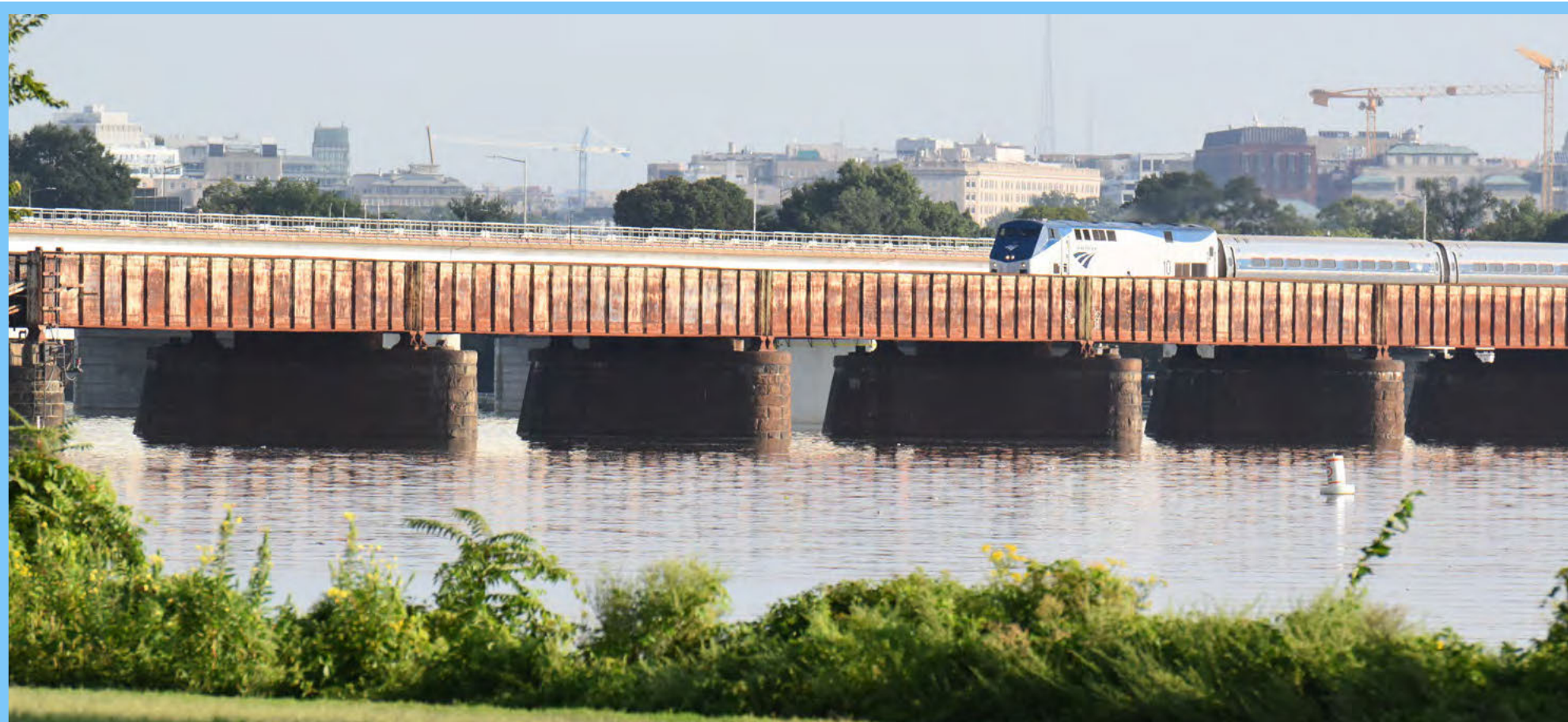
Our experience includes decades working with many of the 37+ stakeholders of the Long Bridge project and navigating issues from short-nosed sturgeon and other species to utility constraints close to the Pentagon and White House. We have a 30-year history working in NPS's monumental core on more than two dozen projects with required NPS, State Historic Preservation Office (SHPO), National Capital Planning Commission (NCPC) and Commission on Fine Arts (CFA) coordination. We provide PM/CM services for agencies including WMATA and DDOT, overseeing the pre-construction, construction and post-construction phases. Starting in pre-construction, our team understands how to maintain the delicate balance of stakeholder interests so that Long Bridge construction remains on schedule without driving up costs.

Expertise built across the entire Northeast Corridor

Our team's strong history of collaboration delivering high-profile projects throughout the NEC (illustrated in [Figure 2](#)) has allowed us to build a partnership that leverages each other's strengths; study and address the complexities and risks throughout the region; and form relationships with Amtrak, CSXT, the FRA and other Long Bridge stakeholders – all resulting in efficiency for VPRA.

Selected Project Management Experience compared to the Long Bridge PMSS Scope of Work (SOW).

Figure 3 provides a summary of 15 Project Management Services contracts executed by WSP and/or RK&K. These projects include all facets of the PMSS services identified in the SOW.



Virginia

- » **CSXT:** Caskey Rail Yard DB
- » **Department of Rail & Public Transportation (DRPT):** Atlantic Gateway (aka Transforming Rail in Virginia) Program Management
- » **VRE:** Strategic Plan (under GEC IV)
- » **VRE:** 2040 Systems Plan (under GEC VI), incl. follow-on operations analysis
- » **VRE:** GEC IV, VI
- » **CSXT:** Arkendale to Powells Creek Third Track Project

Washington DC

- » **CSXT:** Virginia Avenue Tunnel
- » **Northeast Corridor Commission (NECC):** Corridor Infrastructure Advancement
- » **State-Amtrak Intercity Passenger Rail Committee (SAIRPC):** Cost Allocation Support
- » **DDOT:** Long Bridge Phase II Conceptual Engineering
- » **Washington Metropolitan Area Transit Authority (WMATA):** Structural Priorities Program Management
- » **WMATA:** D&G Junction Rehabilitation Program Management

Maryland

- » **Amtrak:** B&P Tunnel Replacement
- » **Amtrak:** B&P Tunnel Replacement EIS
- » **Amtrak:** Baltimore Penn Station High Speed Platforms
- » **Maryland Port Administration (MPA)/CSXT:** Howard Street Tunnel INFRA Grant Benefit-Cost Analysis
- » **MDOT MTA:** BWI 4th Track and Station
- » **MDOT MTA/ Maryland Area Rail Commuter (MARC):** NECC Passenger Rail Investment and Improvement Act of 2008 (PRIIA) 212 (Cost Allocation) Negotiation and Ongoing Support
- » **Baltimore-Washington Rapid Rail (BWRR):** Baltimore-Washington Maglev Transportation System
- » **Penn Station Partners:** Site Civil Engineering for Station Redevelopment
- » **MDOT MTA:** Penn-Camden Connector Design
- » **MDOT MTA:** Freight Bridges Inspection
- » **MDOT MTA:** Cost Estimating
- » **MDOT MTA:** Scheduling Services
- » **MDOT MTA:** Claims Management
- » **MDOT MTA:** Light Rail Grade Crossings Rehabilitation
- » **MDOT MTA:** Massey-Chestertown Tie and Ballast Rehabilitation
- » **MDOT MTA:** Edgewood MARC Station
- » **MDOT MTA:** MARC Frederick Extension Design
- » **CSXT:** Bayview South Clearance Study

North Carolina

- » **North Carolina Department of Transportation (NCDOT):** Extension of Carolinian to New Haven, CT
- » **NCDOT:** Fort Bragg Lead Connector Track
- » **Norfolk Southern:** Rail Bridge Replacement for I-85

NEC

- » **Amtrak:** Northeast Corridor Infrastructure Speed Improvement Evaluation Study
- » **Amtrak:** NEC Infrastructure and Investment Development, South End Infrastructure Speed Improvement Evaluation
- » **Amtrak:** NEC fully calibrated simulation model development
- » **Amtrak:** On-Call NEC Infrastructure and Investment Development Services
- » **FRA:** NEC Future

LONG BRIDGE PARTNERS' PROJECT MANAGEMENT, ENGINEERING DESIGN AND CONSTRUCTION MANAGEMENT EXPERTISE SPANS THE ENTIRE NORTHEAST CORRIDOR.



Figure 2: Experience & Expertise that Spans the Northeast Corridor

Delaware

- » **Delaware Transit Corporation (DTC)/Amtrak:** Newark Rail Station
- » **DTC/Amtrak:** Third Main Line Track from Newark to Wilmington
- » **DTC/Amtrak:** Claymont Regional Transit Center

New Jersey

- » **Amtrak:** Portal North Bridge Replacement
- » **Amtrak:** NJ High-Speed Intercity Passenger Rail Program
- » **Amtrak:** Gateway Hudson Tunnels
- » **New Jersey Transit (NJT):** PTC Program Management

New York

- » **Amtrak:** SCADA 2.0
- » **Amtrak:** Gateway Hudson Tunnel Right-of-Way (ROW) Preservation
- » **Amtrak:** Pelham Bay Bridge Replacement
- » **Amtrak:** Hellgate Bridge Inspection and Rehab Design
- » **LIRR:** East Side Access
- » **LIRR:** West Side & Long Island City Yards Flood Mitigation
- » **Metro-North Railroad (MNR):** Penn Station Access
- » **MNR:** Park Avenue Viaduct
- » **MNR:** New Prospect Hill Road Bridge Design-Build (DB)
- » **Amtrak:** Gateway Hudson Tunnels

Connecticut

- » **Amtrak:** Connecticut River Bridge Replacement
- » **Connecticut Department of Transportation (CTDOT):** New Haven-Hartford-Springfield Trackwork
- » **CTDOT:** Amtrak Springfield Line High Speed Rail (HSR) Program
- » **CTDOT:** Walk Bridge Replacement

Massachusetts

- » **Massachusetts Bay Transportation Authority (MBTA):** Shore Line Bridge Replacement
- » **MBTA:** West Route Mainline Rehab Over Shawsheen River
- » **MBTA:** Rail Bridge Replacement DB Contract
- » **MBTA:** West Route Mainline Replacement Over Elm Street

Pennsylvania

- » **Amtrak:** Gateway Program Phasing and Sequencing Study
- » **Amtrak:** CONNECT NEC 2035 Implementation Planning
- » **Pennsylvania Department of Transportation (PennDOT):** Keystone Interlocking Improvement Program

National

- » **Amtrak:** Enterprise Asset Management
- » **Amtrak:** On-Call Environmental and Historic Preservation Services
- » **Amtrak:** On-Call Trackwork Design Services
- » **Amtrak:** On-Call Bridge Design Services
- » **Amtrak:** On-Call Tunnel and Fire Life Safety Design Services
- » **Amtrak:** Nationwide Historic Preservation and Environmental Support
- » **CSXT:** I-95 Rail Corridor in Baltimore City, MD; New Castle County, DE; and Delaware and Philadelphia Counties, PA
- » **FRA:** Mid-West High Speed Rail National Environmental Policy Act (NEPA) Document Review

Figure 3: Selected Project Management Services Experience Compared to Long Bridge PMSS SOW

Figure 3: Selected Project Management Services Experience Compared to Long Bridge PMSS SOW				Coordination with Key Long Bridge Stakeholders				Project Types							Delivery Approach			Consultant Services Provided																				Project Conditions						
				PROACTIVE		COLLABORATIVE		PROVEN																																				
Firms Involved	Project Name	Construction Value	Location	VDOT/DDOT	FTA/FRA	Amtrak/CSXT/VRE	National Park Service	Rail Bridge	Bicycle or Pedestrian Bridge	Retaining Walls	Earthwork	Utility Relocation	Environmental Permitting	Landscaping	Design Build (DB)/ Progressive Design Build (PDB)	Construction Manager/General Contractor (CM/GC)	Design-Bid-Build (DBB)	Program Management	Design Reviews	Construction Packages	Final Design Oversight	Construction Oversight Plans	Construction Permitting	Stakeholder Coordination	Real Estate Acquisition Support	Construction Management	QA/QC Program	Contract Closeout	Final As-Built	Warranty Oversight	Final Signal Installation Support	Procurement Support	Utility Coordination	Right of way and Utilities	Traffic/MOT	Third Party Agreements	Bridge over River	Dense Urban Area	Engineered Soil Foundations					
WSP, RK&K, CES, GF	MDTA Nice Bridge Replacement PM/GEC/CM	\$1B	Maryland	✓			✓				✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
WSP	CTDOT Walk Bridge Replacement PM/CM	\$1.33B	Norwalk, Connecticut		✓	✓		✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
WSP	Long Island Railroad Concourse Renovation PM/CM	\$750M	New York			✓					✓	✓	✓		✓			✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓		✓	✓			
WSP, RK&K, GF, Straughan, Undeland	MDOT MTA Purple Line P3 PMC	\$3.4B	Montgomery and Prince George's Counties, Maryland		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓			
WSP, RK&K, Undeland	MDOT/VDOT Woodrow Wilson Bridge PM	\$2.4B	Alexandria, VA - Prince George's County, Maryland	✓			✓		✓	✓	✓		✓	✓			✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
WSP	Amtrak Portal North Bridge PMC	\$1.6B	Kearney, New Jersey			✓		✓		✓	✓		✓	✓			✓	✓	✓	✓		✓				✓	✓	✓	✓				✓	✓		✓	✓		✓		✓	✓		
WSP	Metro North Penn Station Access	\$2B	New York, New York		✓	✓		✓		✓	✓	✓	✓	✓	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓		✓		✓	✓		
WSP, RK&K	Amtrak Baltimore and Potomac Tunnel Replacement	\$4B	Baltimore, Maryland		✓	✓		✓		✓	✓	✓	✓	✓		✓	✓			✓				✓	✓	✓	✓					✓	✓	✓	✓	✓	✓		✓		✓	✓		
WSP	World Trade Center Transit Hub	\$3.9B	New York, New York		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓			✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓		✓	✓		
RK&K, WSP	MDOT SHA Intercounty Connector (ICC) GEC	\$2.56B	Montgomery and Prince George's Counties, Maryland				✓		✓	✓	✓	✓	✓	✓	✓		✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓						✓			
RK&K	DDOT South Capitol / FDMB PM/CM	\$450M	Washington DC	✓			✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓			✓	✓	✓			✓	✓	✓	✓	✓	✓	
WSP	Farley Building/Moynihan Train Hall	\$1.6B	New York, New York			✓						✓			✓			✓	✓		✓			✓		✓	✓	✓		✓						✓								
WSP	Amtrak Gateway Hudson Tunnel	\$11B	New York/New Jersey		✓	✓				✓	✓	✓	✓				✓																	✓					✓	✓	✓	✓		
WSP, RK&K	Hampton Roads Bridge & Tunnel PM and NEPA	\$3.8B	Virginia	✓						✓	✓	✓	✓	✓	✓			✓	✓		✓	✓		✓		✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WSP	Salem Creek Connector (U-2925)	\$2.56B	Winston-Salem, North Carolina			✓		✓		✓	✓	✓	✓		✓					✓			✓	✓	✓		✓		✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

National Program and Project Management Experts

VPRA can trust Long Bridge Partners to bring national program management best practices to our locally-based leadership team to efficiently support delivery of this landmark rail bridge and stand alone pedestrian bridge over the Potomac.

Our respective firms are recognized national program managers that have delivered over \$200B in complex rail, transit and bridge projects over the past decade, most involving multiple construction packages and alternative delivery methods. We have supported clients as they deliver billion dollar projects and programs, including critical rail bridges over navigable waterways, high volume interlockings and vocal and influential stakeholders. These programs share the same delivery challenges and staging/phasing complexities and desired results, such as consistent processes, strong project control frameworks, real-time reporting, cost and schedule efficiency, safety and environmental compliance, quality, innovation, and on time and within budget delivery.

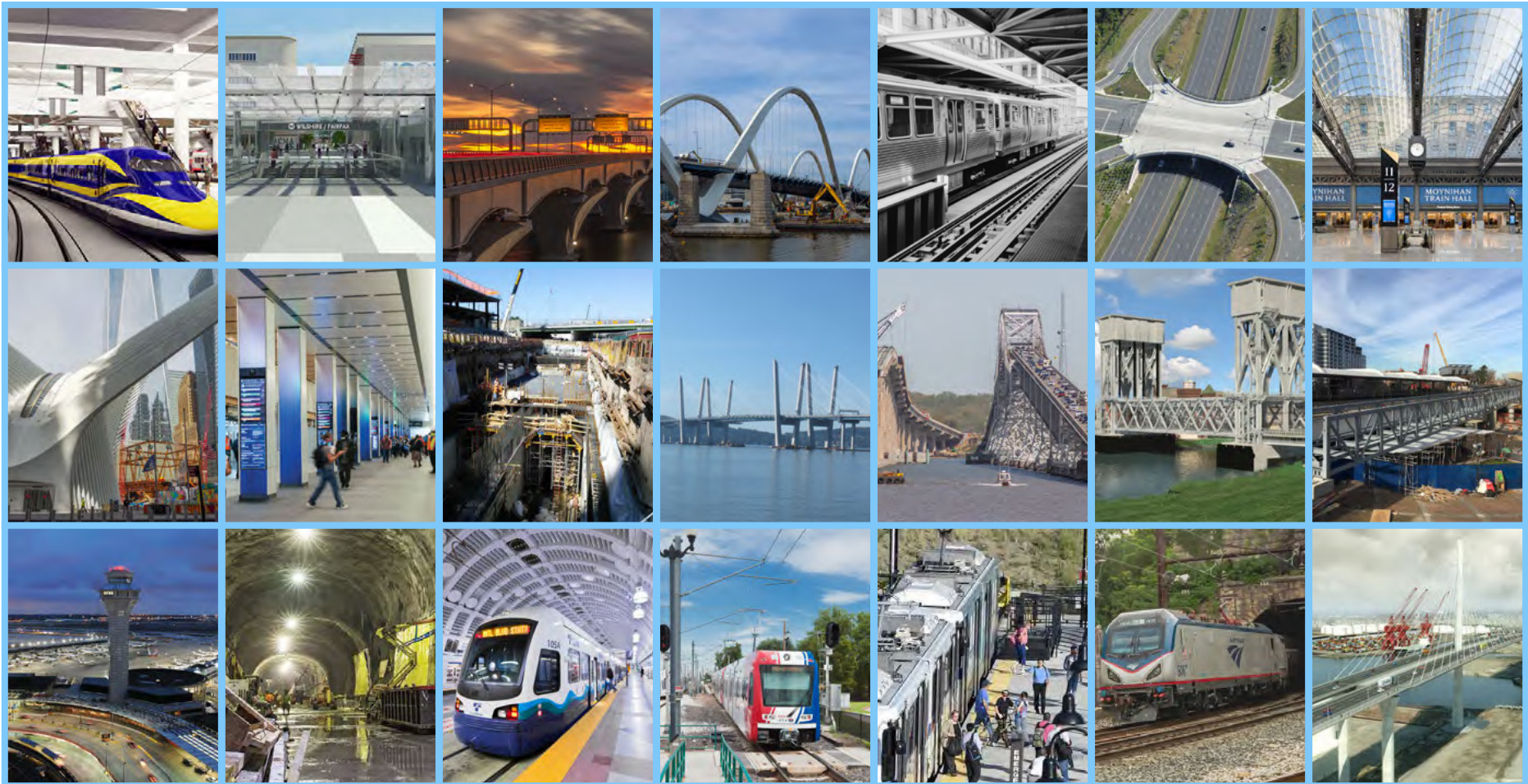
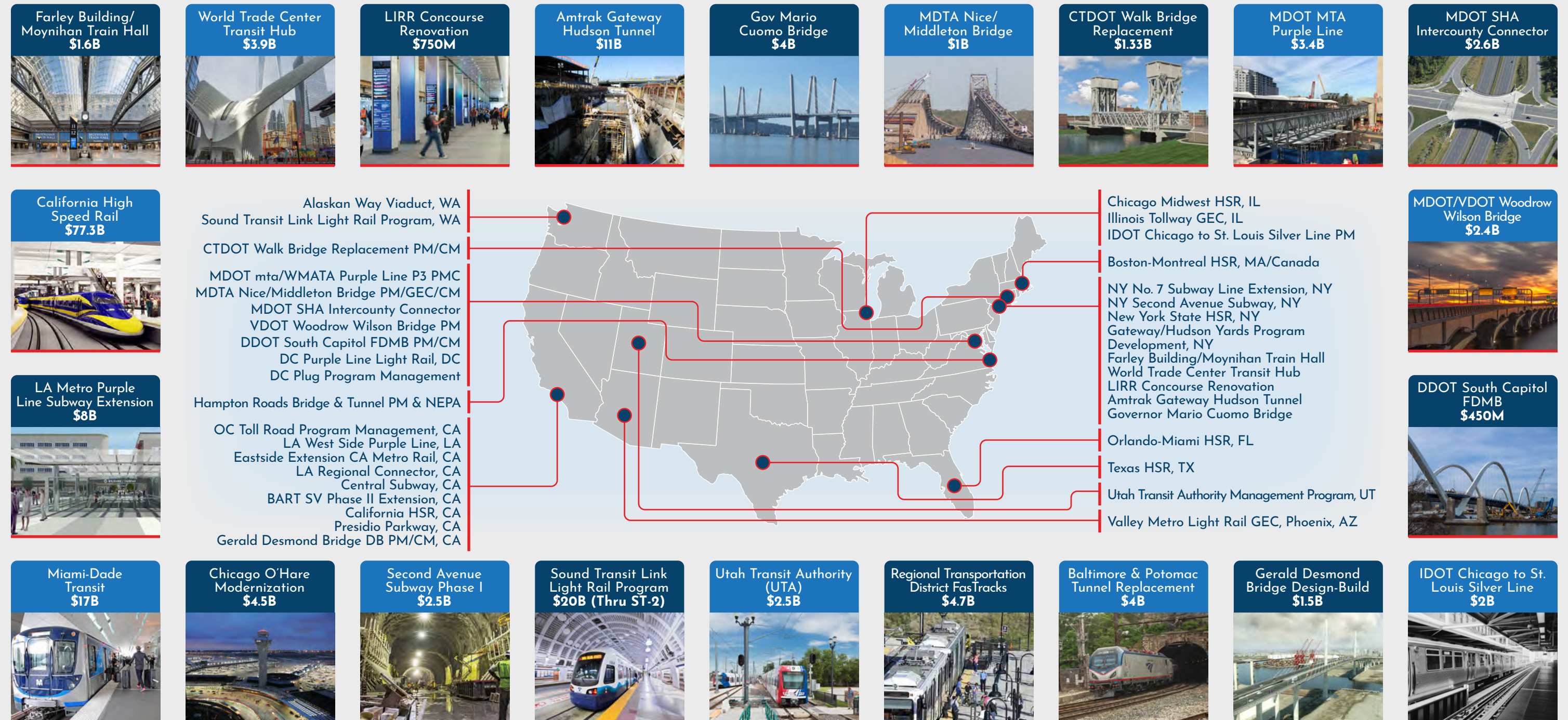


Figure 4: National Expertise in Project Management

Long Bridge Partners - Delivering World-Class Program and Project Management across the United States



Value to VPRA: The team will bring lessons learned and best practices in partnering, alternative delivery, procurement, design oversight, construction inspection and innovative project controls and project management systems to the Long Bridge.

B. Firm's Organizational Structure and History of Collaboration

WSP and RK&K have worked side-by-side for more than 25 years, helping to deliver complex bridge, railroad and infrastructure projects throughout the Mid-Atlantic region and the NEC. Both of our firms place a high value on teamwork and collaboration, which is reflected in the success of the award-winning projects we have delivered over the years, as illustrated in **Figure 3** and **Figure 4**. Most notable is our collaboration on the award winning Woodrow Wilson Memorial Bridge (**Figure 5**).

For VPRA, we come together in a joint venture, Long Bridge Partners, to deliver the Long Bridge project. Long Bridge Partners will be led by WSP. After meeting our subconsultant partner commitments, WSP and RK&K will perform the balance of the work, at 55 percent and 45 percent respectively.

Long Bridge Partners' Team of Subconsultants

To supplement Long Bridge Partners' regional resources, our leadership team has strategically selected local subconsultants who we trust and have a proven record of delivery to the same standards of quality and safety to which we hold ourselves. We have also made a concerted effort to define meaningful roles for each of our Disadvantaged Business Enterprise (DBE) and Small, Women-Owned, and Minority-Owned (SWaM) subconsultant partners. Our partners, their role and our previous collaboration are illustrated in **Figure 6**.

Jeff Ryscavage, Henry Kay, and Lee Yowell from our project leadership team visit the Long Bridge project area.



"The WSP staff assigned to this project since its inception have worked seamlessly in a team environment with their joint venture colleagues and us, their clients," said three of the Woodrow Wilson Bridge clients in a joint statement. "The result of our efforts has been a magnificent construction program—on time, on budget, and of lasting value to the national capital region."

Ronaldo T. Nicholson, VDOT Project Manager
Robert D. Douglass, MDOT State Highway Administration (SHA) Project Director
Jitesh Parikh, Federal Highway Administration (FHWA) Project Manager

Figure 5: Award-Winning Woodrow Wilson Bridge Project Management Exemplifying what Long Bridge Partners Will Bring to the Long Bridge Project



Key Facts:

- » 7.5-mile bridge valued at \$2.5B, expanded from six lanes to 12, plus the reconstruction of four adjacent interchanges, in Virginia and Maryland
- » New Potomac River crossing includes a bicycle/pedestrian path
- » Eight years of heavy construction
- » 26 separate construction contracts required corridor-wide coordination and standardized scheduling
- » Awards won include: 2008 OPAL Outstanding Civil Engineering Achievement Award from the ASCE

Woodrow Wilson Memorial Bridge – **Proof of Successful Collaboration**

Playing the Long Game – Mega projects require steady watchfulness and an ability to help owners make hard decisions. As an example, with the team's encouragement, both VDOT and MDOT SHA adopted proactive approaches to the industry-wide steel cost escalation crisis. Our team validated the contractor's documentation and protected the program from delays.

Economic Development for the DBE Community

MDOT SHA and VDOT were committed to ensuring the economic benefits of this \$2.47B mega project would stimulate economic development among the disadvantaged and minority business community. Every benchmark for achieving this goal was surpassed.

Environmental Mitigation Success

The project won an unprecedented three "Globe Awards" from the ARTBA/TDF. One award was for restoring stream habitat for fish spawning, another for devising a bubble curtain system to eliminate fish mortality during high-energy marine pile driving and the latest for creating artificial fish reefs in the Chesapeake Bay using demolition debris. The project's environmental manager was named a "Hero of the Chesapeake" by the Maryland Legislative Sportsmen's Foundation. Reforestation, preservation of eagle habitat and replanting subaqueous vegetation rounded out the project's environmental efforts.

One Team Approach to Partnering

The bridge was designed and constructed to accommodate future heavy rail. To make sure all views were incorporated, the team implemented partnering at every level, from initial partnering with the DOTs through each major construction contract. Keys for success included assigning a Partnering Coordinator to manage each partnering process (the project had more than 26 contracts and multiple states involved) and dedicated leadership to attend workshops and check-ins.

Corridor-wide Coordination to Foster Teamwork and Meet Schedule Commitments

Each contract had various partnering check-ins; most held monthly check-ins. At the conclusion of each meeting, a roundtable exercise took place to share what went right since the last meeting – ensuring the meeting ends on a high note.

Enabling Construction Experts During Design to Promote Innovation

- » The construction team recommended reasonable dredging limits and worked with regulators to extend the dredging time window. They also obtained an option area for dredge material disposal, expediting the construction schedule.
- » The team established the National Harbor haul road and staging area, to gain additional lay-down area by working with regulators for permit modifications; phased the Maryland Approach staging area; and arranged for access through the Route 1 tie-in area for the Virginia Approach and Bascule contractors.

Figure 6: Long Bridge Partners Subconsultants Bring Local Expertise and a History of Collaboration

★ Long Bridge Partners Subconsultants ★							
Firm	Location	History	Role	%	DBE	History and experience working with Long Bridge Partners	Value to VPRA
Business Transformation Group (BTG)	Washington, DC	Founded in 2004, leading inclusion programs for large, multibillion-dollar construction projects and P3s	» DBE outreach » DBE engagement » DBE monitoring	1	✓	» VDOT Hampton Roads Bridge Tunnel » I-495 & I-270 P3 Program	Confidence Long Bridge Partners will meet VPRA's DBE goal based on BTG's proprietary software for DBE outreach and reporting cultivates the use of small businesses
CES Consulting, LLC (CES)	Dulles, VA	Founded in 2010 by professionals from the construction management and project controls field for the US and international public and private sectors	» Inspection » Controls » Estimating	3	✓	» Nice/Middleton Bridge Replacement » VDOT Hampton Roads Bridge Tunnel » I-395 Express Lanes	Quick response and ability to handle multiple concurrent tasks utilizing CES's deep bench of project controls and inspection resources
DMY Engineering Consultants Inc. (DMY)	Chantilly, VA	A proudly minority-owned business established in 2009, specializing in geotechnical services	» Geotechnical services » Testing lab	3	✓	» Amtrak Baltimore Penn Station NextGen HSR » Amtrak B&P Tunnel » Route 1 Richmond Highway Bus Rapid Transit (BRT)	Ability to be on project sites quickly and meet tight deadlines based on DMY's local, in-house drilling rigs and AASHTO-certified soils and concrete laboratory
FOXXSTEM (FXM)	Washington, DC	More than 50 years' experience working in DC, MD and NoVA	» Utilities	1.5	✓	» DC Powerline Undergrounding (PLUG) Initiative » Broad Branch Stormwater Retrofit » I-295 Weigh Station Upgrade	Streamlined utility approvals and agreements, leveraging Keith Foxx's 25 year history in the District and strong local relationships with the Department of General Services (DGS), DDOT, DC Water, Pepco, Washington Gas, WMATA and other partnering agencies
Gannett-Fleming (GF)	Washington, DC	More than 2,500 employees across 50 offices, with an 105 year record of success	» Inspection » Design support	10		» MDTA Nice/Middleton Bridge » VDOT NOVA District Construction Engineering and Inspection (CEI) Services » MDOT MTA Penn and Camden Stations Rail Connection Study and Design » MDOT MTA On-Call Trackwork Engineering Services » MDOT MTA On-Call System Safety Services	Responsive and reliable inspections leveraging significant inspection resources in the district with DDOT and WMATA commissioning experience combined with national track and systems experts
InterAgency Inc. (IA)	Washington, DC	Since 2011, served a wide range of clients in engineering, development and construction, by navigating opaque regulatory channels and facilitating design solutions.	» Environmental permitting	1	✓	» WMATA Bladensburg Bus Garage » WMATA Western Bus Garage » DC Water Planning/Permitting BOA	Smooth permitting and approval process based on IA's work on large civil infrastructure projects on both sides of the Potomac where the Long Bridge is located, as well as CSXT and DDOT experience
Mercado Consultants, Inc. (MCD)	Ashton, MD	33 years of performing cost-effective, quality services that meet clients' budgets and time schedules.	» Survey » Inspection	1	✓	» Dulles Corridor Silver Line » DDOT A&E Services » MSHA Highway Structures Engineering Services	Highly responsive and trusted survey and inspection services based on decades of experience and hundreds of contracts with DDOT, WMATA, Washington Suburban Sanitary Commission (WSSC), leveraging NBIS-certified inspectors
Stellar Services (SS)	New York City, NY	20 years of experience providing government and private clients with sophisticated technology solutions	» IT services	1	✓	» Port Authority of New York and New Jersey (PANYNJ) LaGuardia Airport Central Terminal Building Replacement » New York City Transit (NYCT) Rutgers Tube Rehabilitation Program	Trusted, quick set-up of project office IT delivered by professionals with VPRA experience and an understanding of VPRA systems
Straughn Environmental, Inc. (STR)	Columbia, MD	Since 1995, advancing sustainable and resilient communities through analysis, planning, engineering and construction management services	» Environmental Services	1.5	✓	» Purple Line Light Rail » Potomac Yard Metro Station » I-64 HRBT » WMATA Safety Management System	Efficient and expert permitting and approvals leveraging significant experience with CSXT, DDOT, WMATA, Department of Energy & Environment (DOEE), Department of Consumer and Regulatory Affairs (DCRA), DC Water and NPS.
Thomas E. Frawley Consulting, LLC (TFC)	Berwyn, PA	Established in May 2008, focused procurement document development for transportation systems, primarily in public transit and passenger rail	» Procurement Advice	0.5		» DRPT General Planning » Greater Richmond Transportation Company (GRTC) Pulse BRT project	Trusted procurement advisory services leveraging 14 years of supporting rail and transit agencies with procurement advice
Undeland Management (UM)	McLean, VA	Strategic communications firm helping clients establish meaningful connections with audiences they seek to persuade and educate	» Public Outreach	1.5		» Purple Line Light Rail » Woodrow Wilson Bridge » MDOT SHA Intercounty Connector (ICC) » DDOT Citywide Traffic Management Plan	Robust and targeted public outreach based on strong stakeholder and community knowledge built on key local projects

WSP is the lead entity for the Long Bridge Partners JV. Our JV arrangement is 55% WSP/45% RK&K after subconsultants.

C. Organizational Chart

PMSS Project Manager Jeff Ryscavage developed our organization chart in collaboration with our key personnel and based on our collective experience delivering similarly complex mega projects involving multiple construction packages, alternative delivery, Class 1 Railroads, challenging construction issues and dozens of critical stakeholders. Our organization will help VPRA successfully deliver the project through all three phases, with a team comprised of experienced technical experts and a deep pool of resources that is scalable to the needs of VPRA throughout the nine year timeframe.

Our organizational chart is presented in **Figure 7** on the next page and includes VPRA's seven key personnel positions (red) and suggested positions (gray). Key elements of our organization chart include:

- » **PMSS Project Manager** – Our team is led by Jeff Ryscavage, a Virginia resident who looks forward to working on this iconic project near his home.
- » **Principals in Charge** – These lead roles for each JV partner will ensure the full resources of Long Bridge Partners are available to Jeff and VPRA at all times.
- » **Technical Leads** – Our six technical leads align our organization with VPRA's vision of an effective and efficient organization. Our recommended additional positions to round out a fully capable PMSS team are indicated with a light bulb. 💡

- » **Advisors** – Expert advisors will be available to supplement VPRA's relationships with project partners. We offer advisors specifically experienced with:
 - » **CSXT** – A coordinator with decades of CSXT relationships and proven success implementing our proposed CSXT construction committee to coordinate and gain committed CSXT resources during construction to plan for and maintain schedule.
 - » **Amtrak** – Our Amtrak liaison will be available to support our team and VPRA, both locally, regionally and nationally. This will become even more critical as we coordinate design efforts and resources for construction efforts.
 - » **Partnering** – We have identified a partnering lead to help us meet our partnering commitments – early on, upon notice to proceed (NTP), during our mobilization period, once the contractor teams are in place, and at future construction milestones.
 - » **Procurement** – An expert procurement resource has been engaged to support our team with alternative delivery and procurement document development.

Proposed Position Descriptions – as requested, proposed position descriptions have been provided for each role on the organization chart. These can be found in **Appendix 1**.

Legend:

- Key Staff
- Long Bridge Partners' recommended additions to VPRA's organization chart
- Full Time Staff

LBP/Long Bridge Partners = WSP & RK&K

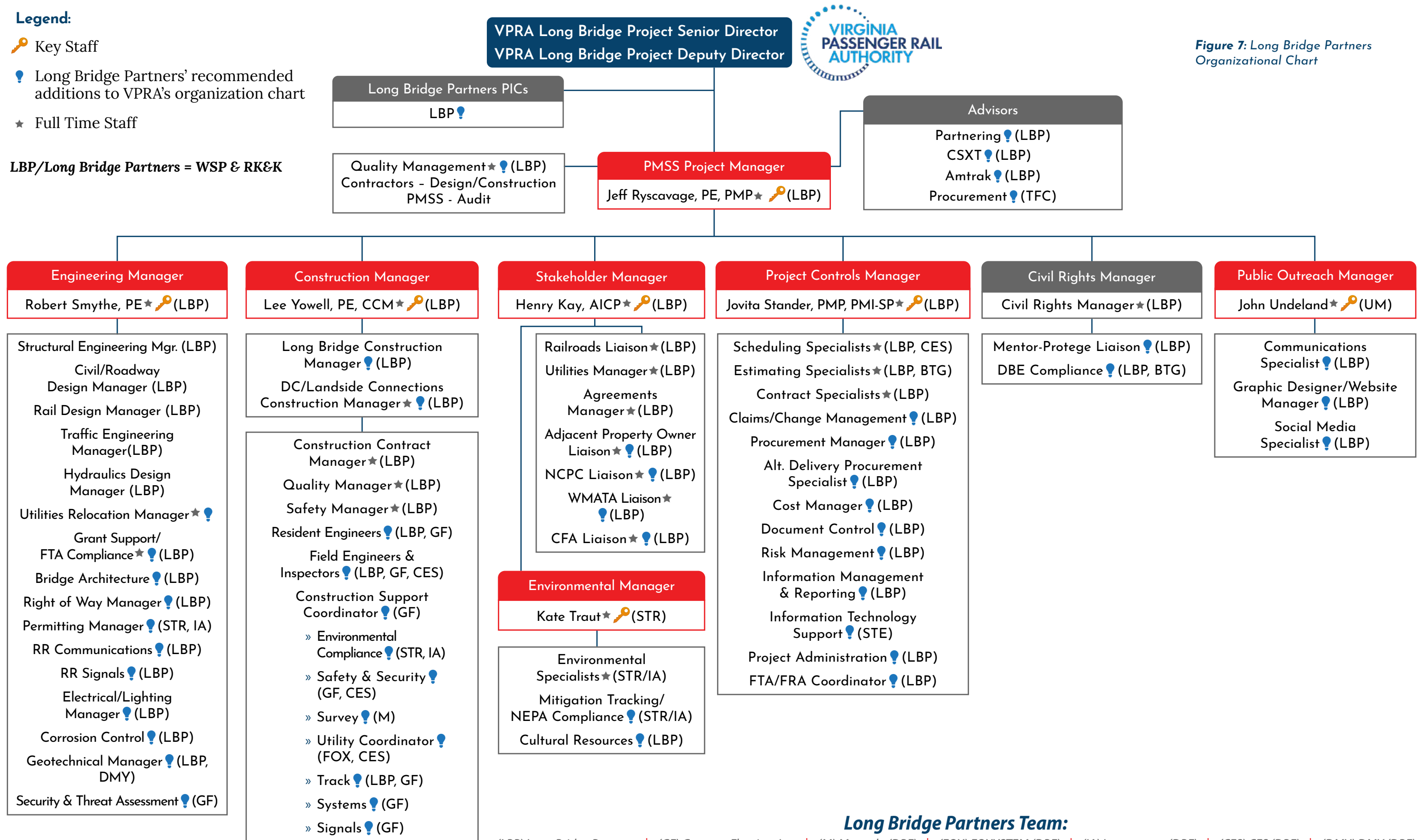


Figure 7: Long Bridge Partners Organizational Chart

Long Bridge Partners Team:

(LBP) Long Bridge Partners | (GF) Gannett-Fleming, Inc. | (M) Mercado (DBE) | (FOX) FOXSTEM (DBE) | (IA) Interagency (DBE) | (CES) CES (DBE) | (DMY) DMY (DBE)
 (BTG) BTG Works (DBE) | (STE) Stellar (DBE) | (UM) Undeland Management | (TFC) Thomas E. Frawley Consulting, LLC | (STR) Straughan Environmental (DBE)

D. Current Projects Undertaken for the Commonwealth of Virginia, State of Maryland, District of Columbia, CSXT, Norfolk Southern Railroad

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
WSP USA Inc.					
Virginia					
Department of Rail and Public Transportation	Term Contract Arch/Eng.	\$222,144	Alan Saunders	alan.saunders@drpt.virginia.gov	Various (Design, CM)
Department of Rail and Public Transportation	2021 DRPT GEC for Rail/Transit Projects	\$314,559	Alan Saunders	alan.saunders@drpt.virginia.gov	Various (Design, CM)
Department of Rail and Public Transportation	Atlantic Gateway Program Support	\$767,833	Jeremy Latimer	jeremy.latimer@vpri.virginia.gov	Program Management
Department of Transportation	Route 234/Balls Ford Road Interchange	\$1,251,907	Mary Ankers	Mankers@PWCgov.org	Design
Department of Transportation	On-Call Traffic - NRO	\$8,436,878	Jessica Paris	jessica.paris@vdot.virginia.gov	On Call Task Order - Design
Department of Transportation	VDOT TERM CONTRACT	\$4,850,954	Karl Larson	karlw.larson@vdot.virginia.gov	On-Call - Design
Department of Transportation	Statewide Bridge On-Call	\$3,573,466	Jiwan Li	jiuwan.li@vdot.virginia.gov	On-Call - Design
Department of Transportation	Statewide Maintenance Consultant and Augmentation Services	\$7,027,895	Jeff Manning	jaff.manning@vdot.virginia.gov	Various (Non-professional)
Department of Transportation	Statewide Bridge Inspection	\$499,579	Staci Dugan	sdugan@clarknexsen.com	Various
Department of Transportation	Collins-VDOT 2021-2025 Statewide Safety Inspection of Highway Structures and Bridges	\$76,348	Christ Thrift	cthrt@collinsengr.com	Various
Department of Transportation	Clark Nexsen-VDOT 2021-2025 Statewide Safety Inspection of Highway Structures and Bridges	\$97,062	Staci Dugan	sdugan@clarknexsen.com	Various
Department of Transportation	VDOT Region IV Bridge M&R 2013	\$10,487,616	Ehsan Abdullah	ehsan.abdullah@vdot.virginia.gov	DBB
Department of Transportation	VDOT Term Contract: Repair Mitigation System	\$4,242,052	Karl Larson	karlw.larson@vdot.virginia.gov	DBB
Department of Transportation	2018 Term Contract of Highway Structures	\$6,723,091	Tony Barati	tony.barati@vdot.virginia.gov	Various (Load Rating)
Department of Transportation	HRBT ECSC	\$73,002,798	James Utterback	james.utterback@vdot.virginia.gov	GEC
Department of Transportation	Frontier Drive Extension	\$2,827,946	Zamir Mirza	Zamir.Mirza@vdot.virginia.gov	Design
Department of Transportation	VDOT: 2020 Limited Services Design Contract	\$441,673	Jessica Paris	jessica.paris@vdot.virginia.gov	On Call Task Order
Department of Transportation	I-95 Smart Scale Support	\$152,700	Brooke Jackson	Brooke.Jackson@OIPL.virginia.gov	Staff Support
Virginia Port Authority	VPA ON CALL	\$209,164	Jeff Fisher	jfisher@portofvirginia.com	On Call Task Order
Maryland					
Maryland Transit Administration	Rolling Stock & Assoc Equip	\$6,818,442	Mark Nalepa	mnalepa@mdot.maryland.gov	On Call Task Order
Maryland Transit Administration	Open Ended Prog Mngt	\$3,019,904	Govind Sulibhavi	GSulibhavi@mdot.maryland.gov	On Call Task Order

Figure 8: Current Projects with Virginia, Maryland, DC, CSXT, and Norfolk Southern

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
Maryland Transit Administration	On Call PMC	\$45,095,338	Matt Pollack	mpollack@mdot.state.md.us	DB P3
Maryland Transit Administration	On Call CMUS Statewide Con.	\$713,653	Andrea Neumayer	aneumayer@mta.maryland.gov	PMCM
Maryland Transit Administration	On Call QA/QC Program	\$4,774,352	Edward Krempasanka	EKrempasanka@mdot.maryland.gov	Various (Design, CM)
Maryland Transit Administration	2019 MTA Communications and Security Systems	\$5,139,450	Tami Bolden; Mark Schaefer	TBolden@mdot.maryland.gov; MSchaefer@mdot.maryland.gov	Various (Design, CM)
Maryland Transit Administration	Business, Organization & Program Dev.	\$4,289,944	Lauren Molesworth	LMolesworth@mdot.maryland.gov	Pre-Design
Maryland Transit Administration	On Call Proj Planning	\$8,457,109	Lauren Molesworth	LMolesworth@mdot.maryland.gov	Pre-Design
Maryland Transit Administration	On Call Engineering Contract AE-19-002-SBE-E	\$1,363,394	Mark Schaefer	mschaefer@mdot.maryland.gov	Various
Maryland Transit Administration	On Call System Safety Services AE-19-004-A	\$510,298	Michael Winger	mwinger@mdot.maryland.gov	Various
Maryland Transit Administration	Open-End Trackwork Engineering Services	\$2,034,027	Govind, Sulibhavi	gsulibhavi@mta.maryland.gov	DBB
Maryland Transit Administration	On Call Structural Eng Services	\$1,000,604	Govind Sulibhavi	GSulibhavi@mdot.maryland.gov	DBB
Maryland Transit Administration	On Call Architecture & Engineering Services	\$4,430,629	Pamela Burdell	PBurdell@mdot.maryland.gov	DBB
Maryland Transit Administration	On Call System Engineering On Call: AE-20-003-C	\$902,329	Mark Schaefer	mschaefer@mdot.maryland.gov	On Call Task Order
Maryland Transportation Authority	CS Management Inspection Services	\$3,526,497	Joseph Jachelski	jjachelski@mdta.state.md.us	PMCM
Maryland Transportation Authority	CM and Inspection Services	\$2,573,052	Joseph Jachelski	jjachelski@mdta.state.md.us	PMCM
Maryland Transportation Authority	200150005 TASK 31	\$4,889,629	David Greene	dgreene2@mdta.state.md.us	Pre-Design
Maryland Transportation Authority	Structures Inspection Program & Miscellaneous Engineering, MDTA 2020-01A	\$169,615	Lillian Sidrak	lsidrak@mdta.state.md.us	Various (Inspection, Design)
Maryland Transportation Authority	MDTA Comp Preliminary/Final Design	\$2,165,461	Abey Tamrat	atamrat@mdta.state.md.us	Various (Design, Environmental)
Maryland Transportation Authority	MDTA Annual Inspections - Corrected from Conversion (Refer to LTA2042577)	\$1,967,372	Lillian Sidrak	lsidrak@mdta.state.md.us	Various (Inspection, Design)
Maryland Transportation Authority	MDTA Comprehensive Engine (Refer to LTA2042894)	\$4,016,822	Tekeste Amare	tamare1@mdta.state.md.us	Various (PM, Design)
Maryland Transportation Authority	Comprehensive Preliminary & Final Engineering Design Services	\$10,208,120	Nafiz Alqasem	nalqasem@mdta.state.md.us	DBB
Maryland Transportation Authority	Comprehensive Preliminary Engineering & Final Design	\$4,313,637	Brian Wolfe	bwolfe3@mdta.state.md.us	DBB
State Highway Administration	2020 SHA Bridge Inspection Services, BCS 2020-04(P	\$568,239	Jesse Creel	JCreel@mdot.maryland.gov	On Call Task Order
State Highway Administration	Environmental Design	\$2,813,752	Elizabeth B. Richardson	ERichardson1@mdot.maryland.gov	DBB
State Highway Administration	NPDES Services Statewide	\$5,880,675	Elizabeth B. Richardson	ERichardson1@mdot.maryland.gov	DBB
State Highway Administration	Rehab of Movable Bridges (Previous # 173115)	\$1,273,513	Jesse Creel	JCreel@mdot.maryland.gov	On Call Task Order

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
District of Columbia					
Department of Transportation	DC Circulator Program Management	\$1,954,145	Ravi Ganvir	ravindra.ganvir@dc.gov	Category U, Program Management
Department of Transportation	Citywide Open-End Bridges and Structures	\$399,973	Ravi Ganvir	ravindra.ganvir@dc.gov	Category C, Bridge Design
Department of Transportation	Anacostia Freeway Bridges over Nicholson Project CM Services	\$30,024	Ravi Ganvir	ravindra.ganvir@dc.gov	Category D, Construction Engineering & Management Services
Department of Transportation	DC Circulator Sustainability Plan	\$371,000	Ravi Ganvir	ravindra.ganvir@dc.gov	Category I, Transportaion and Planning Studies
Department of Transportation	KA0/IPMD/Structures and Bridges Enginneering Services-TaskOrder	\$697,776	Ravi Ganvir	ravindra.ganvir@dc.gov	Category C, Bridge Design
Department of Transportation	KAo/IPMD/Anacostia Metro Pedestrian Preliminary and Final Design Project/OCPTO210074	\$1.8M	Ravi Ganvir	ravindra.ganvir@dc.gov	Category C, Bridge Design
Department of Transportation	Positive Truck Route Signage	\$325,053	Ravi Ganvir	ravindra.ganvir@dc.gov	Category I, Transportaion and Planning Studies
Department of Transportation	Positive Truck Route SignageI-295 Weight Station	\$1.1M	Ravi Ganvir	ravindra.ganvir@dc.gov	Category A, Roadway Design
Metropolitan Washington Airports Authority	Dulles Corridor Metrorail Project Phase II - Preliminary Engineering and Design Services During Construction	\$1,328,760	Stephen Barna	stephen.barna@dullemetro.com	DB (owner's side)
Metropolitan Washington Airports Authority	Architectural Historic Preservation Services	\$882,419	Gregg Wollard	gregg.wollard@mwaa.com	Various
Washington Metropolitan Area Transit Authority	General Architectural and Eng.	\$20,450,961	John A. Magarelli	jmagarelli@wmata.com	Pre-Design
Washington Metropolitan Area Transit Authority	WMATA Program Management	\$114,014,615	Andrew Off	ABOff@wmata.com	PMCM
CSX Railroad					
CSX Corporation	CSX/Intermodal Env Assessmnts 2021	\$25,052	LaTonya Edwards	latonya_edwards@csx.com	On Call Task Order
CSX Transportation	Cincinnati Area Project Administration Support	\$75,776	Amanda DeCesare	Amanda_DeCesare@csx.com	On Call Task Order
CSX Transportation	2022 Env Tier Review Program	\$17,030	LaTonya Edwards	latonya_edwards@csx.com	On Call Task Order
CSX Transportation	2022 Env Tier Review Program	\$71,465	LaTonya Edwards	latonya_edwards@csx.com	Various
CSX Transportation	CSX/Moncrief Yard Silica Assess/FL	\$7,440	Brooke Martin	brooke_martin@csx.com	Industrial Hygiene Support

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
CSX Transportation	CSXT/2021 Noise Monitoring/FL	\$9,500	Brooke Martin	brooke_martin@csx.com	Industrial Hygiene Support
Norfolk Southern Railroad					
Norfolk Southern Corporation	Norfolk Southern Railway	\$106,832	William Graham	William.Graham@nscorp.com	Environmental
Norfolk Southern Corporation	NS/Environmental Reviews	\$10,500	John Hagger	John.Hagger@nscorp.com	Environmental
Norfolk Southern Corporation	NS/Env. Reviews	\$279,957	John Hagger	John.Hagger@nscorp.com	Environmental
Norfolk Southern Corporation	NS/Environmental Reviews	\$2,129,338	John Hagger	John.Hagger@nscorp.com	Environmental
Norfolk Southern Corporation	NS/Non-PTC NEPA Reviews	\$1,661,545	John Hagger	John.Hagger@nscorp.com	Environmental
Norfolk Southern Corporation	Norfolk Southern/Pass Through Costs	\$108,540	John Hagger	John.Hagger@nscorp.com	Environmental
Norfolk Southern Corporation	NS/NON-PTC Environmental Reviews NC	\$169,812	John Hagger	John.Hagger@nscorp.com	Environmental
RK&K					
Virginia					
Department of Transportation	Limited Services Statewide Design	\$4,735,405	Nick Roper	nicholas.roper@vdot.virginia.gov	Transportation Design On-Call
Department of Transportation	Traffic Engineering SWRO	\$4,753,061	Anne Booker	anne.booker@vdot.virginia.gov	Traffic On-Call
Department of Transportation	Statewide Traffic Engineering	\$2,865,626	Paul Sarahan	paul.sarahan@vdot.virginia.gov	Traffic On-Call
Department of Transportation	Statewide Environmental Documents and Related Services	\$11,133,607	Scott Smizik	scott.smizik@vdot.virginia.gov	NEPA
Department of Transportation	Rt 220 Corridor Improvements	\$3,477,668	Craig Moore	craig.moore@vdot.virginia.gov	Transportation Design
Department of Transportation	Rt 1 Richmond Highway Multimodal Improvements in NOVA	\$12,695,431	Anissa Brown	anissa.brown@vdot.virginia.gov	Transportation Design
Department of Transportation	Statewide Environmental Documents and Related Analysis	\$7,825,011	Scott Smizik	scott.smizik@vdot.virginia.gov	NEPA
Department of Transportation	Statewide Limited Services Term Contract for Traffic Engineering Design and Analysis	\$5,213,398	Paul Sarahan	paul.sarahan@vdot.virginia.gov	Transportation Design On-Call
Department of Transportation	Traffic Engineering Services for Southwest Region Operations	\$5,935,400	Anne Booker	anne.booker@vdot.virginia.gov	Traffic On-Call
Department of Transportation	Statewide Planning & Preliminary Design Studies Under the STARS Program	\$4,794,457	Bill Guiher	william.guiher@vdot.virginia.gov	Traffic On-Call
Department of Transportation	I-81 Widening - Staunton District	\$6,278,543	Scott Alexander	scott.alexander@vdot.virginia.gov	Transportation Design
Department of Transportation	On-call Professional Traffic Engineering Services for Central Region Operations	\$1,091,983	Robert Vilak	robert.vilak@vdot.virginia.gov	Traffic On-Call
Department of Transportation	Transportation Mobility & Planning Div (TMPD) General Planning On-Call	\$255,360	Chris Detmer	chris.detmer@vdot.virginia.gov	Traffic On-Call

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
Department of Transportation	Statewide Design Services for Location & Design	\$2,606,252	Tracy Wood	tracy.wood@vdot.virginia.gov	Transportation Design On-Call
Department of Transportation	Construction Division Support Services (2017)	\$1,724,454	Ben Coaker	ben.coaker@vdot.virginia.gov	CEI
Department of Transportation	Richmond Districtwide Contract (2018)	\$8,168,343	Larry Ruiz	larry.ruiz@vdot.virginia.gov	CEI
Department of Transportation	Richmond Districtwide Contract (2022)	\$2,392,160	Jeremy Cobb	jeremy.cobb@vdot.virginia.gov	CEI
Department of Transportation	Hampton Roads DW CEI Contract (2017)	\$8,304,173	Kim Cook	kim.cook@vdot.virginia.gov	CEI
Department of Transportation	Hampton Roads DW & Major Projects CEI Contract (2021)	\$3,817,197	Kim Cook	kim.cook@vdot.virginia.gov	CEI
Department of Transportation	NOVA Districtwide CEI (2018)	\$9,441,767	Mohammad Mirshahi	m.mirshahi@vdot.virginia.gov	CEI
Department of Transportation	Staunton DW CEI Contract (2017)	\$7,188,376	Todd Stevens	todd.stevens@vdot.virginia.gov	CEI
Department of Transportation	Statewide Safety Inspection of Highway Structures & Bridges and Support Structures for Traffic Control Devices	\$1,513,355	Tracy Wood	tracy.wood@vdot.virginia.gov	Structural Inspections
Virginia Community College System	Term Contract for Environmental Engineering Services	\$1,000,000	Sibyl Roberts	sroberts@vccs.edu	Environmental On-Call
Maryland					
State Highway Administration	BCS 2014-13A Construction Management and Inspection, District 4	\$17,725,000	Abraham Kidane	akidane@sha.state.md.us	Construction Management/ Inspection On-Call
State Highway Administration	Traffic Engineering Studies, Analysis and Design Services, Statewide (BCS 2018-02B)	\$2,000,000	Saed Rahwanji	SRahwanji@mdot.maryland.gov	Traffic On-Call
State Highway Administration	BCS 2020-13A Traffic Engineering & Design Services, SW	\$8,000,000	Lili Liang	lliang@mdot.maryland.gov	Traffic On-Call
State Highway Administration	TSMO, ATM, ICM, & CATS Design & Technical Services, Statewide	\$5,000,000	Mohammed Raqib	MRaqib@mdot.maryland.gov	Traffic On-Call
State Highway Administration	Travel Forecasting & Analysis Division Open End (BCS 2016-02C)	\$6,000,000	Lisa Shemer	lshemer@mdot.maryland.gov	Traffic On-Call
State Highway Administration	Land Surveying and Subsurface Utility Engineering Services BCS 2020-02 H	\$6,500,000	Marshall Turnipseed	MTurnipseed@mdot.maryland.gov	Land Surveying/ SUE On-Call
State Highway Administration	D3 Traffic Engineering Services (2017-02)	\$1,800,000	Derek Gunn	DGunn@mdot.maryland.gov	Traffic On-Call
State Highway Administration	BCS 2014-01H Structure Condition Inspections & Evaluations Services	\$1,665,000	Jesse Creel	jcreel@sha.state.md.us	Structural Inspections On-Call
State Highway Administration	Highway Structures Engineering Services (BCS 2014-21H)	\$6,000,000	Kelly Nash	KNash@mdot.maryland.gov	Structural Engineering On-Call
State Highway Administration	Bridge Condition Inspections for State, County and Local Bridges	\$5,000,000	Jesse Creel	jcreel@sha.state.md.us	Bridge Inspections On-Call
State Highway Administration	OPPE 2020-01 Transportation Planning Services, Statewide	\$6,496,000	Tara Penders	TPenders@mdot.maryland.gov	Planning On-Call

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
State Highway Administration	Geotechnical Engineering Services (BCS 2017-06A)	\$2,000,000	Nathan Moore	nmoore@mdot.maryland.gov	Geotechnical On-Call
State Highway Administration	Environmental, Landscape Design, and Program Support (BCS 2020-05)	\$8,000,000	Michael Mannozi	michael.mannozi@maryland.gov	Natural Resources, Landscape Design On-Call
State Highway Administration	Preliminary & Final Design Engineering - District 7 (BCS 2015-07A)	\$3,000,000	April Stitt	astitt1@mdot.maryland.gov	Multi-Discipline Transportation On-Call
State Highway Administration	On-Call Design, Construction & Program Support Services, Statewide (BCS 2015-05)	\$20,000,000	Eric Marabello	emarabello@mdot.maryland.gov	Multi-Discipline Transportation On-Call
State Highway Administration	D5 Survey and Engineering Services (BCS 2017-05A)	\$3,000,000	Chau Chiem	cchiem@mdot.maryland.gov	Multi-Discipline Transportation On-Call
State Highway Administration	BCS 2017-01D - District 3 Survey & Engineering	\$5,400,000	Danielle Black	dblack@mdot.maryland.gov	Multi-Discipline Transportation On-Call
State Highway Administration	Environmental Permit Compliance Services, Statewide BCS 2015-04 A	\$8,000,000	Donald Hoey	dhoey@mdot.maryland.gov	Environmental On-Call
State Highway Administration	Facility Design Services (BCS 2018-01B)	\$4,000,000	Sean Campion	scampion@mdot.maryland.gov	Facilities Design On-Call
State Highway Administration	BCS 2018-08D Construction Management & Inspection Services, District 7	\$15,000,000	Victor Grafton	vgrafton@mdot.maryland.gov	Construction Management/ Inspection On-Call
State Highway Administration	BCS 2019-04A Construction Claims Review & Analysis, District 7	\$1,000,000	Martin Ratchford	mratchford@mdot.maryland.gov	Construction Claims Review/ Analysis On-Call
Maryland Transportation Authority	Comprehensive Preliminary and Final Engineering Design Services (AE-2795-000-00/6)	\$12,000,000	William Pines	wpines@mdta.state.md.us	Multi-Discipline Transportation On-Call
Maryland Transportation Authority	On Call ITS and Electrical Design Services (AE-3077)	\$2,380,000	Sushmita Mitra	smitra1@mdta.state.md.us	ITS On-Call
Maryland Transportation Authority	2016-01 Annual Facilities Inspection (AE-3018-0000)	\$15,000,000	Tekeste Amare	Tamare1@mdta.state.md.us	Structural Inspections On-Call
Maryland Transportation Authority	Structures Inspection Program and Miscellaneous Engineering Services (2020-01 A; AE-3071-0000)	\$12,000,000	Lillian Sidrak	lsidrak@mdta.state.md.us	Structural Engineering & Inspections On-Call
Maryland Transportation Authority	Comprehensive Project Planning and Miscellaneous Consulting Services AE-3045-0000	\$7,000,000	Russell Walto	rwalto@mdta.state.md.us	Planning On-Call
Maryland Transportation Authority	On-Call Electronic Toll Collection Services (AE-3096)	\$8,000,000	Jeff Davis	jdavis8@mdta.state.md.us	Tolling On-Call

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
Maryland Transportation Authority	On-Call Comprehensive Engineering and Final Design Services (AE 3033-0000)	\$18,000,000	William Pines	wpines@mdta.state.md.us	Structural On-Call
Maryland Transportation Authority	Comprehensive Environmental Compliance and Engineering Services (2021-02A)	\$3,000,000	Peter Mattejat	pmattejat@mdta.state.md.us	Environmental On-Call
Maryland Transportation Authority	Comprehensive Construction Management and Inspection (CMI) Services (AE-3021-0000)	\$12,000,000	Joseph Jachelski	jjachelski@mdta.state.md.us	Construction Management/ Inspection On-Call
Maryland Transportation Authority	Nice Bridge Comprehensive Construction Management & Inspection Services (AE-3049-0000)	\$5,278,500	Brian Wolfe	Bwolfe3@mdta.state.md.us	Construction Management/ Inspection
Maryland Transportation Authority	Construction Management and Inspection Services (AE-3059-0000)	\$16,000,000	Joseph Jachelski	jjachelski@mdta.state.md.us	Construction Management/ Inspection On-Call
Maryland Transportation Authority	Comprehensive Building and Facility Engineering (AE-3084)	\$4,000,000	Min Zheng	mzheng@mdta.state.md.us	Building/Facility Engineering On-Call
Maryland Transit Administration	On-Call Program Management Consultant (PMC) Services (Purple Line)	\$85,309,034	Vernon Hartsock	VHartsock@mdot.maryland.gov	Program Management
Maryland Transit Administration	On-Call Structural Engineering Services (AGY-15-033-AE-C)	\$6,000,000	Govind Sulibhavi	GSulibhavi@mta.maryland.gov	Structural Engineering On-Call
Maryland Transit Administration	Open-End Program Management Oversight & Engineering (#1368B)	\$10,000,000	Govind Sulibhavi	GSulibhavi@mta.maryland.gov	Program Management
Maryland Transit Administration	MTA AE-17-003-A Project Planning for Bus, Light Rail, MARC and Metro System/Facility Services	\$10,000,000	Lauren Molesworth	lmolesworth@mdot.maryland.gov	Transit Planning On-Call
Maryland Transit Administration	On-Call Architecture and Engineering Services (AE-19-001)	\$8,000,000	Abdul Bari	ABari1@mdot.maryland.gov	Multi-Discipline Transit On-Call
Maryland Transit Administration	Project Controls Services for Schedule and Claims Review (AE 17-002A)	\$5,000,000	Jodie Biden	jbiden@mdot.maryland.gov	Project Controls On-Call
Maryland Transit Administration	MTA-AE 17-002A-On Call Construction Management & Inspection Services	\$3,750,000	Andrea Neumayer	ANeumayer@mdot.maryland.gov	Construction Management/ Inspection On-Call
Maryland Department of General Services	Structural Design and Engineering Services DGS-17-007-IQC	\$339,201	Michael Channel	michael.channell@maryland.gov	Structural Engineering On-Call

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
Maryland Department of General Services	Civil Investigative, Design and Engineering Services and Land Surveying Services (DGS-16-009-IQC/001B7400078)	\$500,000	Spyridon Papadimas	spyridon.papadimas@maryland.gov	Site/Civil On-Call
Maryland Department of General Services	Civil Investigative, Design and Engineering Services and Land Surveying Services DGS-20-009-IQC	\$2,000,000	Christopher Elnicki	chris.elnicki@maryland.gov	Site/Civil On-Call
Maryland Port Administration	Miscellaneous Engineering Services 518827D	\$6,500,000	Steve Johnson	sjohnson2@marylandports.com	Marine Facilities
Maryland Port Administration	CATS+ TORFP GIS On-Call Services (217045B-IT)	\$2,000,000	Carl Henderson	chenderson2@marylandports.com	GIS On-Call
Maryland Environmental Services	Stakeholder Engagement & Community Outreach Services - Dredged Material Management Projects	\$500,000	Cassandra Carr	ccarr@menv.com	Public Outreach On-Call
Maryland Environmental Services	Fishing Creek Dam Geotechnical Report	\$367,688	Stephanie Lindley	slindley@menv.com	Geotechnical Engineering
District of Columbia					
Department of Transportation	IDIQ A/E Schedule Contract (DCKA-2017-T-0092)	\$4,000,000 per year (3yr contract)	Dawit Muluneh	dawit.muluneh@dc.gov	Transportation Design, Construction Management, Program Management On-Call
Department of Transportation	DC PLUG Program Management Consultant Services	\$2,634,396	Ronald Williams	Ronald.Williams6@dc.gov	Program Management
Department of Transportation	A/E Schedule, Category A - Roadway Design Services	\$5,000,000	Dawit Muluneh	dawit.muluneh@dc.gov	Roadway Design On-Call
CSX Railroad					
CSX	Bayview South and Howard Street Tunnel NEPA	\$760,376	Bill Parry	William_Parry@csx.com	NEPA/ Environmental Permitting/ Cultural Resources/ Construction Support
CSX	Benning Yard	\$35,546	Bill Parry	William_Parry@csx.com	NEPA/ Environmental Permitting
BTG					
BTG does not hold any contracts as a prime contractor					
CES					
Virginia					
Department of Transportation	CEI Services for Northern Virginia District #46578	\$2,746,849	Denise Cantwell	denise.cantwell@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Hampton Roads District #49031	\$43,552	Eric Kevitz	eric.kevitz@vdot.virginia.gov	CEI Services

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
Department of Transportation	CEI Services for Staunton District #48846	\$46,615	Robert Good	robert.good@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Northern Virginia District #46688	\$371,971	Denise Cantwell	denise.cantwell@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Traffic Signals and ITS #47164	\$2,086,995	Mark Hagan	mark.hagan@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Northern Virginia #50249	\$79,712	Denise Cantwell	denise.cantwell@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Northern Virginia District #CEI20220201	\$-	Denise Cantwell	denise.cantwell@vdot.virginia.gov	CEI Services
Department of Transportation	Construction Division Staff Augmentation Statewide #48984	\$307,944	Ben Coaker	ben.coaker@vdot.virginia.gov	Staff Augmentation
Department of Transportation	CEI Services for Hampton Roads District, Contract II #49011	\$345,190	Eric Kevitz	eric.kevitz@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Lynchburg District #47557	\$96,468	Vincent Mayberry	Vincent.mayberry@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Lynchburg District #49878	\$50,176	Vincent Mayberry	Vincent.mayberry@vdot.virginia.gov	CEI Services
Department of Transportation	I-264 Witchduck Interchange and Ramp Extension #45920	\$1,371,453	James Poff	james.poff@vdot.virginia.gov	Design-Bid-Build
Department of Transportation	CEI for Northern Virginia District #46687	\$2,425,447	Denise Cantwell	denise.cantwell@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Hampton Roads District Including Major Projects #48992	\$328,970	Eric Kevitz	eric.kevitz@vdot.virginia.gov	CEI Services
Department of Transportation	Fredericksburg District Major Projects Program Support Services #46916	\$72,694	Michael Coffey	michaelt.coffey@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Culpeper District #49385	\$1,785,617	Satish Airi	satish.airi@vdot.virginia.gov	CEI Services
Department of Transportation	CEI Services for Culpeper District #46689	\$656,987	Satish Airi	satish.airi@vdot.virginia.gov	CEI Services
Department of Transportation	Statewide Limited Services Term Contract for L&D #49415	\$71,098	Emmett R. Heltzel	emmitt.heltzel@vdot.virginia.gov	Design Services
Department of Transportation	Statewide Limited Services Term Contract for L&D #49419	\$30,996	Emmett R. Heltzel	emmitt.heltzel@vdot.virginia.gov	Design Services
Department of Transportation	CEI Services for Hampton Roads Statewide #47558	\$36,100	Eric Kevitz	eric.kevitz@vdot.virginia.gov	CEI Services
Department of Transportation	I-95 Richmond Bridge Bundle #C00111300DB107	\$380,800	Scott Fisher	scott.fisher@vdot.virginia.gov	Design-Build
Department of Transportation	I-64 Hampton Roads Bridge Tunnel Extension Project #47464	\$7,482,805	Jim Utterback	james.utterback@vdot.virginia.gov	Design-Build
Department of Transportation	Albemarle Design Build Bundle #C0011814DB103	\$1,426,225	Gregory Cooley	gregory.cooley@vdot.virginia.gov	Design-Build
Department of Transportation	I-95 Northbound Rappahannock River Crossing Project #C00105510DB106	\$2,915,010	Michael Coffey	michaelt.coffey@vdot.virginia.gov	Design-Build
Department of Transportation	I-95 Express Lanes Fredericksburg Extension	\$565,000,000 Construction Value	Rich Prezioso	robert.prezioso@vdot.virginia.gov	P3
Department of Transportation	I-495 Express Lanes Northern Extension	\$606,000,000 Construction Value	Jesus Hernandez	jesus.hernandez-cruz@virginia.gov	P3

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
Metropolitan Washington Airports Authority	Dulles Corridor Metrorail Extension, Phase II	\$349,720	Thomas Crone	thomas.crone@dullesmetro.com	Design-Build
Maryland					
Department of Transportation	Op Lanes Maryland (I-495 & I-270 Express Lanes, Predevelopment Work)	\$2,200,000,000 Construction Value	Tim Steinhilber	tisteinhilber@transurban.com	P3
Maryland Transportation Authority	CM & Inspection Services #MDTA 2016-02/AE-3029-0000	\$2,652,985	Joe Jackelski	jjachelski@mdta.stae.md.us	
Maryland Transportation Authority	Nice Bridge Comprehensive Construction Management & Inspection Services #AE-3049-0000	\$900,000	Joe Jackelski	jjachelski@mdta.stae.md.us	Design-Build
Maryland Transportation Authority	Nice Bridge Comprehensive Construction Management & Inspection Services #AE-3049-0000	\$600,000	Joe Jackelski	jjachelski@mdta.stae.md.us	Design-Build
State Highway Administration	CM & Inspection Services - Districts 5, 7 #BCS2018-08B_017	\$600,000	Victor Grafton	vgrafton@mdot.maryland.gov	CMI Services
State Highway Administration	CM & Inspection Services OOTS, Statewide #BCS2019-06B-6	\$800,000	Rebecca Lichtenstein	RLichtenstein@mdot.maryland.gov	CMI Services
State Highway Administration	Construction Inspection Services for Districts 3 & 4 Statewide #BCS2019-06D - 12	\$660,000	Victor Grafton	vgrafton@mdot.maryland.gov	CMI Services
District of Columbia					
Department of Transportation	CES Prime - DDOT AE Schedule #DCKA-2017-T-033 IDIQ	\$1,288,344	Jeralyn Johnson	jeralyn.johnson@dc.gov	CEI Services
Department of Transportation	I-295 Safety and Geometric Improvements Project #DCKA-2017-T-0106	\$39,232	David Tackoor	David.tackoor@dc.gov	Design-Bid-Build
DMY					
Maryland					
State Highway Administration	Statewide Drilling Support	\$3,137,625	William Adzimahe	WAdzimahe@sha.state.md.us	GE
State Highway Administration	Geotechnical Engineering Services	\$300,000	Nathan Moore	NMoore@mdot.maryland.gov	GE
FoxxSTEM					
District of Columbia					
Department of Transportation	DC Powerline Undergrounding Project (DC PLUG)	\$325,000	Anthony Soriano	anthony.soriano@dc.gov	Program Management
Department of Transportation	DC P3 Smart Streetlights	\$150,000	Cherwin Baga	cherwin.baga@dc.gov	Design-Build
Department of Transportation	St. Elizabeths East Campus Phase 4	\$290,000	Ola Igbo-Osagie	ola.igbo-osagie@dc.gov	Construction Management
Department of Transportation	Cleveland Park Drainage & Streetscape Improvements	\$169,000	Dawit Kebede	dawit.kebede@dc.gov	Construction Management
Department of Transportation	Broad Branch Stormwater Retrofit	\$60,000	Julie Pike	julie.pike@dc.gov	Design

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
Washington Metropolitan Area Transit Authority	Senior Structural Engineer - Staff Augmentation	\$160,000	Roger Lu	rlu@wmata.com	Design
Pepco	Capital Grid	\$425,000	Asteway Ribbiso	asteway.ribbiso@exeloncorp.com	Program Management/ Construction Management
Gannett Fleming					
Virginia					
Department of Transportation	Transform I-66 P3 Project (Express Mobility Partners)	\$7,000,000	Steven Hankins	shankins@i66emp.us	CMI
Department of Transportation	Construction Staff Augmentation	\$2,000,000	Ben Coaker, PE, CCM	Ben.Coaker@vdot.virginia.gov	CMI
Virginia Railway Express (VRE)	Lifecycle Overhaul and Upgrade (LOU) Facility CM Services	\$3,000,000	Christopher Kocher, PE	ckocher@vre.org	CMI
Maryland					
Department of Transportation	Statewide AE Comprehensive Design Services for Motor Vehicle Administration	\$600,000	Eduardo Alvarez-Adames	ealvarez@mdot.maryland.gov	Design
Maryland Transit Administration	On-Call Trackwork Engineering Services AE-19-003-A (JV w/ WSP)	\$1,900,000	Rosilyn McCulley	rmcculley1@mta.maryland.gov	Design
Maryland Transit Administration	On-Call System Safety Services AE-19-004-A (JV w/ WSP)	\$430,000	Forrest Freeland	ffreeland@mdot.maryland.gov	Safety Eng
Maryland Transit Administration	On-Call AE Services AE-19-001-D	\$4,400,000	Rosilyn McCulley	rmcculley1@mta.maryland.gov	Design
Maryland Transit Administration	On-Call Structural Engineering Services AGY-15-033-AE-A (JV w/ KCI)	\$3,300,000	Govind Sulibhavi		Design
Maryland Transit Administration	Purple Line Light Rail Transit System GAEC MTA-1265B (JV w/ WRA)	\$25,500,000	Steve Silva	ssilva@mta.maryland.gov	Design
Maryland Transit Administration	On-Call QA/QC Program Services AGY-15-001-AE-D	\$5,000,000	Ramesh Ganachari	RGanachari@mta.maryland.gov	Design
Maryland Transportation Authority	AE-3042-0000 Comprehensive Preliminary Engineering and Final Design Services (JV w/ Century)	\$1,500,000	Will Pines	wpines@mdta.state.md.us	Design
Maryland Transportation Authority	AE-3050-0000 Nice Bridge Comprehensive CMI (JV w/ Volkert)	\$4,000,000	Will Pines	wpines@mdta.state.md.us	CMI
Maryland Transportation Authority	AE-3060-0000 CMI (JV w/ GPI)	\$4,000,000	David Peake	dpeake@gpinet.com	CMI
State Highway Administration	BCS 2019-06G Districts 3 and 4 Statewide CMI (JV w/ Michael Baker)	\$5,700,000	Scott Wardle	swardle@mbakerintl.com	CMI
State Highway Administration	BCS 2018-09F District 2 CMI (JV w/ Development Facilitators)	\$3,900,000	Robert Tucker	Rtucker1@mdot.maryland.gov	CMI
State Highway Administration	BCS 2016-02A Travel Forecasting	\$4,300,000	Lisa Shemer	lshemer@sha.state.md.us	Eng
State Highway Administration	BCS 2015-05D Highway Design Services (JV w/ KCI)	\$1,300,000	Oge Nwafor	onwafor@sha.state.md.us	Design
State Highway Administration	BCS-2015-08-D Comprehensive Environmental and Engineering Services (JV w/ Century)	\$1,000,000	Elizabeth Habic		Design

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
State Highway Administration	BCS2014-21J Highway Structures (JV w/ KCI)	\$1,800,000	Maurice Agostino		Design
State Highway Administration	BCS 2014-13H District 3 CMI Services (JV w/ GPI and OCL)	\$4,200,000	Perry Nutter	pnutter@gpinet.com	CMI
State Highway Administration	BCS2012-16F District 2 Traffic Engineering Services	\$471,000	Jeff Wentz	jwentz@sha.state.md.us	Design
District of Columbia					
Department of Transportation	DCKA-2019-Q-0066 CM Maint Highway Structures	\$1,600,000	Amal Azzam	amal.azzam@dc.gov	CMI
Department of Transportation	DCKA-2018-C-0014 Asset Preservation and Preventive Maintenance of Tunnels	\$7,600,000	Margaret Platek	margaret.platek@dc.gov	Design
Washington Metropolitan Area Transit Authority	FQ19172G GAEC On-Call Design Services	\$58,700,000	Brenda Were	BAWere1@wmata.com	Design
Washington Metropolitan Area Transit Authority	FQ18033 GAEC Program Management Construction Management	\$93,800,000	Diane Levy	dlevy@wmata.com	CMI
CSX Railroad					
CSX Railroad	Depeciation Study - Equipment Property	\$68,000	Kalan Deen	Kalan_Deen@csx.com	Study
CSX Railroad	2022 Annual Data Review - Road & Track	\$23,000	Kalan Deen	Kalan_Deen@csx.com	Study
CSX Railroad	Master Agreement for Environmental Services (various work orders)	\$3,000,000	Matt Adkins	matt_adkins@csx.com	Study/Design
Norfolk Southern Railroad					
Norfolk Southern Railroad	Depreciation Study - Road and Track Property	\$130,000	Stephanie Griffin	Stephanie.griffin@nscorp.com	Study
Norfolk Southern Railroad	Depreciation Study - Equipment	\$95,000	Stephanie Griffin	Stephanie.griffin@nscorp.com	Study
Norfolk Southern Railroad	Chicago Region Environmental and Transportation Efficiency (CREATE) EW3 - Concept Plan and Phase II Design Engineering Services, Noise Abatement Walls	\$641,000	Jeff Page	Jeff.Page@nscorp.com	Design
Interagency					
Maryland					
Washington Metropolitan Area Transit Authority	Heavy Rail Overhaul	\$300,000,000	Diana Levy	dlevy@wmata.com	Design Build
District of Columbia					
Washington Metropolitan Area Transit Authority	Northern Bus	\$300,000,000	Diana Levy	dlevy@wmata.com	Design Build
Washington Metropolitan Area Transit Authority	Bladensburg Bus	\$200,000,000	Diana Levy	dlevy@wmata.com	Design Build
Washington Metropolitan Area Transit Authority	Western Bus	TBD	Diana Levy	dlevy@wmata.com	Design Build
Mercado					
Mercado does not hold any contracts as a prime contractor					

Team's Current Projects					
Agency	Project Name	Contract Value	Point of Contact Name	Email Address	Type
Stellar					
Virginia					
Metropolitan Washington Airports Authority	Dulles Corridor Metrorail Project	\$1,000,000	Dwight Chewning	Dwight.Chewning@dullesmetro.com	Unit testing, readiness, and migration of the system
District of Columbia					
District of Columbia Water and Sewer Authority (DC Water)	OpenText On-Premise Migration to Azure	\$1,500,000	Eric Euell	eeuell@dcwater.com	Hardware/software management and facilities management services
Straughan					
Maryland					
Maryland Port Administration	MPA Environmental Engineering Consulting Services	\$5,000,000	Thomas Hall,	thall5@marylandports.com	IDIQ
Maryland Department of the Environment	MDE Construction Monitoring	\$3,000,000	Walid Saffouri	walid.saffouri@maryland.gov	Blanket Purchase Order
Maryland Department of the Environment	MDE Construction Monitoring	\$800,000	Walid Saffouri,	walid.saffouri@maryland.gov	Blanket Purchase Order
Maryland Environmental Service	MES A E Short List - SBR 1-18-1-05-3 - Cat. 3 - Dredged Material Management, Habitat Development, and Environmental Investigations and Documentation	\$200,000	David Peters	dpete@menv.com	Cost Plus Fixed Fee
Maryland Environmental Service	MES A E Short List - SBR 1-18-1-05-3 - Cat. 5 - Environmental Management Systems, Engineering, and Environmental Compliance Services	\$400,000	David Peters	dpete@menv.com	Cost Plus Fixed Fee
Maryland Environmental Service	MES A E Short List - SBR 1-18-1-05-3 - Cat. 6 - Energy Analysis, Design, and Support Services	\$100,000	David Peters	dpete@menv.com	Cost Plus Fixed Fee
District of Columbia					
Department of Transportation	DDOT Category R: Stormwater Management and Green Infrastructure Design	\$500,000	Jeralyn Johnson	jeralyn.johnson@dc.gov	Firm Fixed Price
Tom Frawley					
Virginia					
Virginia Railway Express	Program Support for Midday Storage Replacement Facility (MSRF)	\$433,440	Chris Kocher	Ckocher@vre.org	IDIQ
Undeland Management					
Undeland Management does not hold any contracts as a prime contractor					

E. Offeror Disclosures

WSP

With more than 12,000 employees in over 200 offices across the US, WSP partners with hundreds of clients throughout the country. Depending upon the actual jurisdiction, WSP USA retains a combination of licenses to practice engineering, architecture, land surveying, landscape architecture and geology in the 50 US states, the District of Columbia and certain US territories. WSP USA utilizes a centralized corporate licensing department to maintain its licenses, and despite our large geographic breadth, we have had only four instances of disciplinary action related to our professional engineering licenses.

WSP USA Inc. received disciplinary actions resulting from administrative issues with license renewals in Ohio, South Carolina and Kentucky from the relevant State Board of Registration for Professional Engineers and Surveyors, which each included a consent agreement, fine and public reprimand. In each instance, WSP USA's Certificate of Authorization was renewed.

In addition, due to these disciplinary actions, the Virginia Board for Architects, Professional Engineers, Land Surveyors, Certified

Interior Designs and Landscape Architects placed WSP USA in a one-year probationary period set to expire in March 2023. WSP USA continues to have a current Certificate of Authorization in Virginia.

In response to the matters described above, WSP USA implemented improvements to its corporate licensing department. We increased the number of staff responsible for licensing and assigned primary responsibility to an individual with substantial corporate licensing experience. We now use a new software program which alerts us each month as to the license renewals due to ensure renewals are filed in a timely manner. We also implemented review process for legal team members to review license application certifications.

RK&K

RK&K has not had any professional disciplinary judgments or actions taken against the firm or the firm's principles by any professional regulatory bodies.

Subconsultants

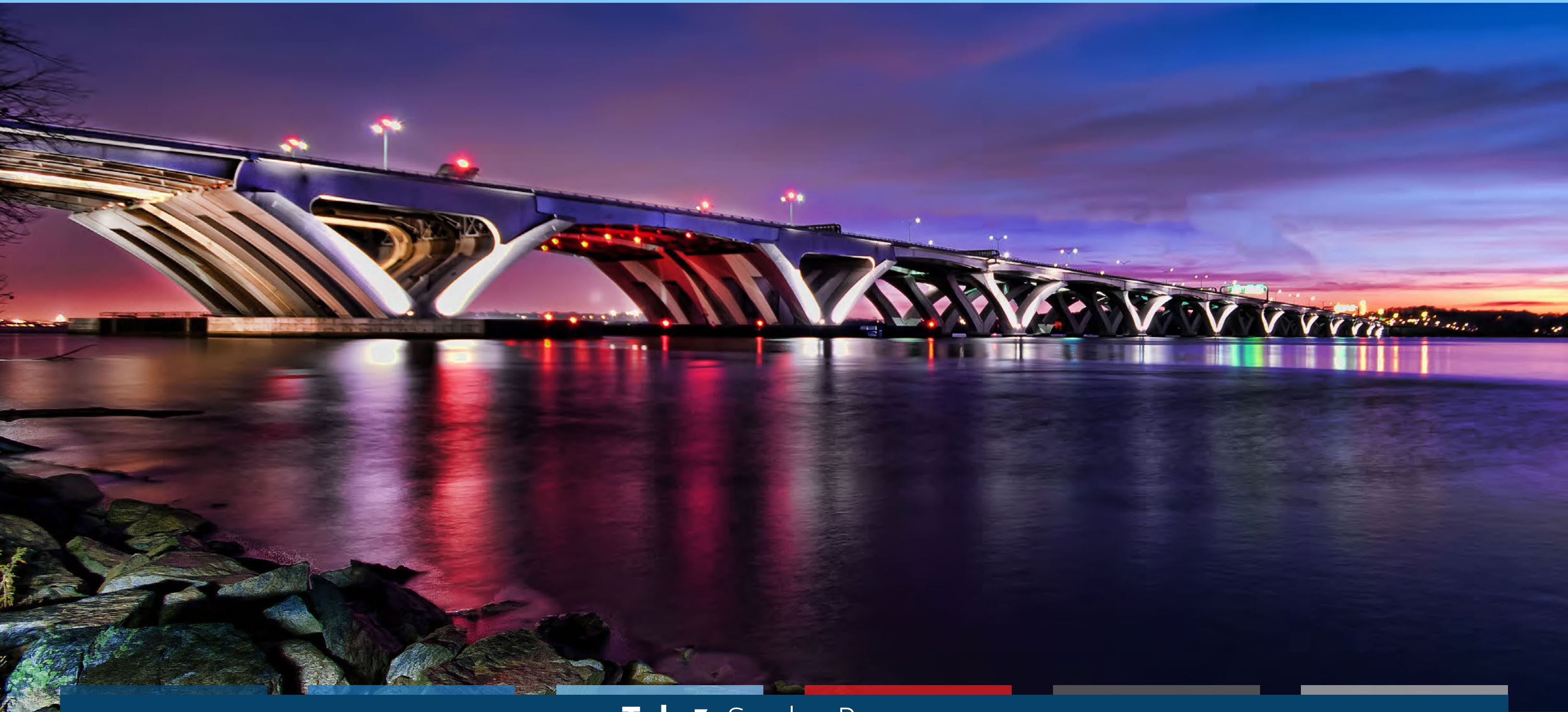
Our subconsultants have not had any professional disciplinary judgments or actions taken against their firm or firm's principals by any professional regulatory bodies.

Throughout my career, I've worked on national programs and projects right here in the District and Northern Virginia. With extensive alternative delivery experience, including working for a design-build contractor, I will lead my team to leverage technical and analytical solutions tailored for VPRA's chosen delivery method.

Rob Smythe, PE

Engineering Manager










Tab 3: Similar Projects

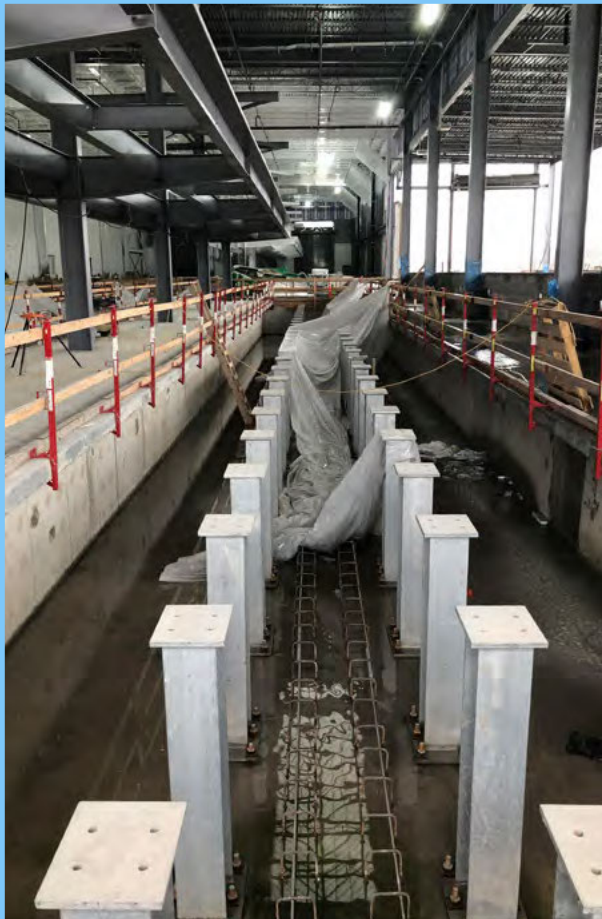
Project and Construction Management Credentials to help VPRA Deliver Long Bridge

As Long Bridge Partners, WSP and RK&K are recognized national program and project managers that have delivered complex rail, transit and bridge projects over the past decade, most involving multiple construction packages and alternative delivery methods. Locally, our team's partnership with CSXT, Amtrak, VRE and VDOT throughout the region, on projects, including Nice/Middleton Bridge, Woodrow Wilson Bridge, Purple Line, and earlier stages of Long Bridge illustrates our commitment to collaborating as one team for the benefit of our clients. Our firms also share a successful track record of supporting delivery of the region's most challenging Potomac River crossings. The following pages include the requested information for the Long Bridge Partners' five most relevant project descriptions.

Figure 9: Similar projects

	Project Name	Location	Firms Involved	Total Project Cost	Similar Features to Long Bridge PMSS	Value of this Experience to VPRA and Long Bridge Delivery	Staff Involved
	MDOT MTA Purple Line P3 PMC	MD	WSP, RK&K, GF, Straughan, Undeland	\$3.4B	<ul style="list-style-type: none"> » PM/CM » DB Delivery » Railroad Bridge (30+ bridges, 225 retaining walls) » Similar Utilities » Urban Area » ROW Management » Amtrak and CSXT Coordination » NPS Coordination » National Capital Planning Commission (NCPC) 	We can adapt to any project challenge by leveraging our extensive talent pool, just as we did on Purple Line. When the original contractor departed the project halfway through construction, we quickly mobilized staff to manage consultants working for the original contractor while also mobilizing a separate procurement team to expedite a new concessionaire selection process.	<ul style="list-style-type: none"> » Henry Kay » John Undeland » Kate Traut » Rolando Amaya
	CTDOT Walk Railroad Bridge Replacement PM/CM	CT	WSP	\$1.33B	<ul style="list-style-type: none"> » Program and Construction Oversight » Construction Manager/General Contractor (CM/GC) Delivery » Critical NEC Link with Amtrak Coordination » Railroad Bridge Over River » Complex Utilities » Engineering Oversight » Public Outreach » Cost, Schedule, Risk Management 	Our proactive approach to project management and risk mitigation has resulted in package 1's (\$243M) status of being nine percent (\$21.5M) under the original cost estimate, at 92 percent completion.	<ul style="list-style-type: none"> » Kevin Washburn
	MDTA Nice/Middleton Bridge Replacement PM/General Engineering Consultant (GEC)/CM	MD	WSP, RK&K, GF, CES	\$1B	<ul style="list-style-type: none"> » PM/CM » DB Delivery » Potomac River Crossing » Complex Utilities » Urban Area » ROW Management » Traffic/Maintenance of Traffic (MOT) » Engineered Soil Foundations » 20 Regulatory Agencies from MD to VA including VDOT and US Coast Guard (USCG) 	Our team is dedicating Nice/Middleton Bridge key staff to Long Bridge, to focus on innovation during design oversight, construction, quality management and stakeholder engagement. Our Nice/Middleton Bridge team's comprehensive design solution resulted in a nearly 20% reduction in construction costs. The team's proactive approach to gaining early permits and approvals for multiple construction means and methods allowed for flexibility during construction.	<ul style="list-style-type: none"> » Srinivas Gunna » Lee Yowell
	LIRR Concourse Renovation PM/CM	NY	WSP	\$750M	<ul style="list-style-type: none"> » PM/CM » DB Delivery » Multiple Railroads, including Amtrak » Maintaining Operations During Construction » Complex Utilities » Dense Urban Area » ROW Management » Traffic/MOT » Extensive Stakeholder Coordination 	Just as they did on the Concourse, Jeff and Keith will bring their construction phasing solutions to VPRA. For Long Bridge, the team will sequence the construction work to build from the bottom up, first with the subsurface piling, then relocating the retaining and crash walls, then rebuilding the track and all of the other bridge structures (395, Washington Channel, Ohio Drive, and Main). This is a similar phasing approach to the Concourse.	<ul style="list-style-type: none"> » Jeff Ryscavage » Keith Powley
	VDOT Woodrow Wilson Bridge PM	MD	WSP, RK&K, Undeland	\$2.4B	<ul style="list-style-type: none"> » PM/CM » 35 Construction Packages » Potomac River Crossing » Complex Utilities » Extensive Stakeholder Coordination (NPS, VDOT, DDOT) » Traffic/MOT » Environmental and Engineering Oversight » Public Outreach 	Long Bridge will have multiple construction packages, requiring significant coordination between contracts. To mitigate potential risk to cost and schedule, our team will bring the same diligence to managing contract-to-contract interfaces as was done on Woodrow Wilson, with regular coordination meetings, close comparison of schedules and contractor partnering. On Woodrow Wilson, the team's diligence saved \$300M.	<ul style="list-style-type: none"> » Mimi Kronisch » John Undeland

MDOT MTA, Purple Line Light Rail P3 Baltimore-Washington Metro Area, MD



Project Relevancy:

- » Program and Construction Management
- » Design-Build Delivery
- » Railroad Bridge (30+ Bridges, 225 Retaining Walls)
- » Similar Utilities
- » Urban Area
- » ROW Management
- » Amtrak and CSXT Coordination
- » NPS Coordination
- » NCPC

Project Overview

The Purple Line consists of a 16.2-mile, at-grade light rail transit (LRT) line servicing the public from Bethesda to New Carrollton, with transit connections to four WMATA subway stations, three MARC commuter rail stations, Amtrak, and local bus services. The Purple Line will have 21 Americans with Disabilities Act (ADA)-compliant stations convenient for pedestrians and bicyclists. The route is comprised of more than 30 bridges and 225 retaining walls and the project involves site/civil work (grading, storm drain, and pedestrian facilities), stormwater management (SWM) facilities, traffic signal and track grade crossings, at-grade, aerial, and underground stations, including platform, elevator/escalator, and staircase construction, lighting, fare kiosks, and other station facilities, track, overhead catenary system (OCS), train control and traction power systems, and wayside equipment.

Engineering and Environmental (2010-2018) - Gannett Fleming led planning and preliminary engineering, including completion of the NEPA documents. Engineering was heavily focused on transit and rail systems, civil, geotechnical, structural, traffic, trackwork, signals, and traction power. Gannett Fleming also led the quality management for MDOT MTA on this project. WSP and RK&K supported MDOT MTA with the initial planning effort, preliminary engineering, design criteria/specifications,

cost estimates, and required NEPA documentation as well as completing the capital cost estimate.

FTA Funding - Our team worked with MDOT MTA to develop a plan to finance and fund this approximately \$2B transit project. **WSP's financial assumptions were consistent with FTA guidelines and later used as the basis for a New Starts application to help fund the project.** Through our team's work, the Purple Line became one of only four projects that received FTA permission to enter New Starts Preliminary Engineering in 2011.

Project Management (2013 - Present) - WSP and RK&K, as the Project Management JV, are responsible for analysis of alternative delivery methods, developing and implementing the contractor procurement, engineering quality assurance oversight (QAO), contract administration, changes, claims, dispute negotiation, settlement negotiation, stakeholder coordination, compliance, and management of the federal grant process with FTA.

Delivery Approach - WSP supported MDOT MTA with analyzing and confirming the project delivery method. Our team conducted a delivery options analysis comparing a subset of alternative delivery models against the MDOT MTA goals and desired performance outcomes to identify delivery options recommended for further analysis. WSP also

evaluated the subset of recommended P3 alternatives through a full quantitative value for money (VfM) analysis. The analysis concluded that a design-build-finance-operate-maintain P3 concession with an Availability Payment (DBFOM-AP) could offer significant cost savings through risk transfer and mitigation and lifecycle cost efficiencies; the state decided to move forward with this approach. This is only the second contract of this type for transit in the United States.

Procurement Stakeholder Coordination - WSP led the procurement, from the industry forum and request for qualification (RFQ) short-listing processes to the final evaluation and selection of the preferred proponent and final agreement negotiation. RK&K supported the process to select a concessionaire, particularly with respect to drafting the technical provisions that cover scope, construction, and operations. These services included attendance at one-on-one meetings with four bidders, attendance at meetings with third parties and utility owners, coordination with Prince George's and Montgomery Counties, Maryland-National Capital Park and Planning Commission (MNCPPC) (both counties), WMATA, CSXT and Amtrak railroads as well as other local governments to develop a comprehensive set of contract plans, reference plans and other supporting materials used to obtain bids.

Contract Date

2013 - Present

Client Reference (Owner)

Matthew Pollack
Executive Director for Transit Development
6 St. Paul St. Baltimore, MD 21202
(240) 695-9264

Total Project Cost

\$3.4B

Firms Involved

- » WSP
- » RK&K
- » Gannett Fleming

Project Cost Estimate

- » 2016 - estimate of original design-builder - \$2B
- » 2022 - estimate of newly procured contractor - \$3.4B

Final Project Expenditure

Construction with new contractor began in early 2022. To date the contractor is meeting cost and schedule milestones. Anticipated opening is 2026.

Factors Resulting in Project Completion Over/Under Budget

As a result numerous stakeholder-driven delays, the original design-builder left the contract in 2021, five years into construction. WSP and RK&K supported MDOT MTA with a second concessionaire procurement and selection. Current cost estimates escalated due to materials escalation over the five year period, compounded by escalation during the pandemic, and related to supply chain issues. Our team is tracking contractor costs on a monthly basis.

DBE Compliance

On track to meet 25 percent requirement.

Value to VPRA:

We can adapt to any project challenge by leveraging our extensive talent pool, just as we did on Purple Line. When the original contractor departed the project halfway through construction, we quickly mobilized staff to manage consultants working for the original contractor while also mobilizing a separate procurement team to expedite a new concessionaire selection process.

Innovation in Procurement – WSP developed a custom web-based project management and controls system that the P3 partner and third-party companies use as the proposer ‘data room’ for a large cache of reference documents and to manage all proposer questions. When the concessionaire’s DB partner departed the project, WSP led the State’s role in the concessionaire’s procurement of a replacement DB. Additionally, WSP and RK&K assisted MDOT MTA in assuming over 200 construction and consulting contracts to continue progress through the re-solicitation.

Engineering QAO – Our team coordinated the design with the concessionaire, supervised a large staff of discipline-specific QAO reviewers, coordinated the design with third parties and utility companies, CSXT and Amtrak, and supported the outreach staff as needed to facilitate public meetings.

Expediting Approvals – To support and expedite approvals, RK&K works directly with MDOT MTA real estate staff, appraisers, negotiators, and legal staff to procure the significant real estate rights required for construction and operation of the Purple Line. These responsibilities include oversight of inspection staff; development and tracking of QAO compliance inspections, including development of quality checklists; oversight of concessionaire’s production and quality assurance/quality control (QA/QC) staff; development of quality checkpoint schedules, auditing of concessionaire’s quality records, issue resolution, nonconformance and root cause determinations, and corrective action completion; review and coordination of ROW acquisitions, change order estimating and negotiation, schedule improvement and mitigation participation; and schedule and invoice payment updates.

Railroad Coordination to Assure CSXT, Amtrak and WMATA Standards – RK&K manages railroad coordination, assuring coordination and compliance according to CSXT, Amtrak, and WMATA standards. Coordination efforts include the full agreements, design, permitting and approval for an approximately one mile shared corridor segment where the light rail tracks parallel the CSXT mainline with crash wall separation, then crosses overhead of CSXT and WMATA. Approval of the design involved extensive coordination of clearances requirements, CSXT drainage criteria, and track access issues for CSXT maintenance forces. The successful approach to

CSXT involved the utilization of an existing Master Construction Agreement, which defined standard requirements for projects and audits, with project-specific addendums to define specific requirements and conditions. RK&K also led coordination efforts with WMATA, including the shepherding of contractor-prepared Site-Specific Work Plans (SSWPs) through WMATA approvals, and negotiation of issues in site access and design approval. WMATA and CSXT often have conflicting preferences for the corridor, including conflicting preferred construction windows. Similarly, the team resolved issues to gain approval of work plans from CSXT’s GEC. The Master Construction Agreement with CSXT simplified project agreements, reducing negotiating time.

Project Management – The JV was responsible for managing all project-related costs; schedule, risk and quality; development of cost estimates, including QA of the preliminary engineering cost estimate; development and maintenance of the professional services budget; production of independent cost estimates; maintenance of design development cost log; chairing of the project change order committee; development of program cash flow models for MDOT MTA’s six-year Capital Program; development of DBE goals for design and construction services; assistance in development of P3 contract documents, including the Instructions to Proposers, P3 Agreement, and technical provisions; assistance in developing the project management software, including document control, timesheet entry, design and construction management reporting; development of a master schedule which included planning, design, procurement and construction cost loaded schedules including anticipated construction phasing; participation in the project risk committee and working group including analysis of risk complexity and assisted in developing the risk and contingency management plan; writing the program document control procedures manual; and development of the PMC’s Quality Assurance Plan (QAP), and MDOT MTA’s Project Management Plan (PMP).

Project Complexities

The concessionaire’s DB partner departed the project halfway through the construction phase, requiring our team to assist MDOT MTA in re-procuring and re-mobilizing a brand new team.

As we moved into the replacement design-builder resolicitation phase, MDOT MTA immediately looked to WSP because of the central role their staff played in closing the original transaction. WSP was able to help us define the issues that needed to be addressed and provide analysis that addressed them due to WSP’s understanding of the commercial, technical, and financial implications to the project. Their work to date has been invaluable.

Matthew Pollack, Executive Director of Transit Development and Delivery, MDOT MTA

RK&K continues to be a high performing partner to the Maryland Transit Administration. Serving as a prime member of my PMC Team, RK&K staff bring technical expertise and experience to their varied and numerous PM/CM roles. Responsiveness and thoroughness are very important to me, and RK&K has proven to be strong in both areas. RK&K clearly understands the role of an owner’s representative and I am very appreciative of their services.

Matthew Pollack, Executive Director of Transit Development & Delivery, MDOT MTA



Innovative Solutions

- » Stepped in and directly managed subcontractor contracts, keeping critical activities progressing, such as utility work, allowing the project to reduce risk while soliciting a replacement design-build team.
- » Participated in the re-solicitation process including bidder interviews and successfully helped the owner procure a new DB team.

CTDOT Walk Bridge Replacement Program Management

Norwalk, CT



Project Relevancy:

- » Program and Construction Oversight
- » CM/GC Delivery
- » Critical NEC Link with Amtrak Coordination
- » Railroad Bridge Over River
- » Complex Utilities
- » Engineering Oversight
- » Public Outreach
- » Cost, Schedule, Risk Management



Our public outreach team leveraged state of the art virtual reality technology to allow the local community to experience the new bridge.

Project Overview

The Walk Bridge Program will replace the 125-year-old, deteriorating railroad bridge that crosses the Norwalk River. The Walk Bridge is a critical transportation link on the NEC, connecting Washington, DC, New York City, and Boston. Daily, approximately 125,000 passengers travel across the Walk, which also carries four tracks of Metro-North Railroad, Amtrak, and freight service. The existing five-span swing bridge also opens to provide access for commercial and private river users.

WSP is the program manager for the Walk Bridge Program, CTDOT's pilot CM/GC project. WSP's services include engineering support, project controls, risk management, public outreach, cost estimating, reporting, construction management and inspection for the bridge and the track and systems, and quality control oversight. Additional services include the management and disposal of environmental waste materials and the replacement of signal and communications plants in coordination with MNR.

WSP is also responsible for the coordination of the \$161M FTA Community Development Block Grant – Disaster Recovery (CDBG-DR) grant funds, management of the milestones necessary to secure the funding, and responsible for all submissions required to meet US Department of Housing and Urban Development (HUD) guidelines.

Project Complexities

Sensitivity to Stakeholders and Local Communities – The replacement of the Walk Bridge requires that construction be performed in the highly developed commercial and residential area of historic South Norwalk, while

maintaining rail service and navigation on the Norwalk River. Coordination with multiple stakeholders is necessary to successfully complete all projects. WSP generates communication, business, noise and vibration construction coordination plans to address local stakeholder and residents' concerns about the impacts during construction. To create a marine use plan for navigation on the Norwalk River during replacement of the bridge, WSP's team paid particular attention to industrial, commercial, and recreational upstream river users as well as consulted with the United States Coast Guard (USCG) and the United States Army Corps of Engineers (USACE).

Procurement Support – Because the program is using a procurement method new to CTDOT, our construction engineering, inspection and program management staff were engaged early in the design phase along with the designer-of-record, general contractor, state officials, and stakeholders. WSP developed construction schedules and performed plan and constructability reviews, risk assessments, construction planning and phasing, cost estimating, CM/GC pricing, and validation support.

Public Outreach – Our team also provided community and public engagement as well as technical design reviews, maintenance and protection of traffic management plans, 3D modeling and visualization support services and safety and security certifications of the design and constructed elements in conformance with FTA guidelines.

Environmental – As a CM/GC project, environmental permits were finalized during the design phase with input of the selected contractor. The environmental review for the

Walk Bridge was conducted and an Environmental Assessment/Environmental Impact Evaluation (EA/EIE) was prepared in accordance with the requirements of NEPA and the Connecticut Environmental Policy Act (CEPA). As the Program Manager, WSP worked with CTDOT to incorporate the EA/EIE findings into the environmental permits and contract documents for the project.

Construction Oversight and Inspection

– WSP is overseeing replacement of the entire main span bridge as well as rehabilitation or replacement of several bridges carrying MNR's mainline and the Danbury Line. We are overseeing replacement of track rails and ties to facilitate bridge construction and railroad operations, managing hazardous waste disposal, replacement of signals and communications, installation of retaining walls, and replacement of track and catenary systems and traction power.

Innovative Solutions

- » Because CM/GC is a new procurement method for the owner, our team remained agile and adaptable as our role evolved from construction engineering inspection services to design support, procurement support, community outreach and constructability reviews
- » Leveraged technology to facilitate thorough community outreach in a dense urban area
- » Generated communication, business, noise, and vibration construction coordination plans to work with stakeholders

Contract Date

2018 - Present

Client Reference (Owner)

Bart Sweeney
Division Chief of Bridges
2800 Berlin Turnpike, P.O. Box
317546, Newington, CT 06131
(860) 594-3272

Total Project Cost

\$1.33B

Firms Involved

» WSP

Project Cost Estimate

- » \$1.33B (nine construction packages total)
- » \$264.9M (Package 1)

Final Project Expenditure

Package 1 - \$243.4M (92 percent complete; \$21.5M under original cost estimate)
(Packages 2-9 not yet contracted)

Factors Resulting in Project Completion Over/Under Budget

WSP, CTDOT, and the CM/GC proactively conducted a detailed risk analysis for all nine construction packages, and established a contingency plan. Even though the project began construction during the pandemic and has experienced logistics and supply chain issues, only \$1M is forecast as needed from the risk contingency to complete the project.

DBE Compliance

Exceeding the 16 percent goal.

Value to VPRA:

Our proactive approach to project management and risk mitigation has resulted in package 1's (\$243M) status of being nine percent (\$21.5M) under the original cost estimate, at 92 percent completion.

MDTA, Nice/Middleton Memorial Bridge Replacement MD to VA



Project Relevancy:

- » Program and Construction Management
- » Design-Build Delivery
- » Potomac River Crossing
- » Complex Utilities
- » Urban Area
- » ROW Management
- » Traffic/MOT
- » Engineered Soil Foundations
- » 20 Regulatory Agencies from MD to VA including VDOT and USCG



Project Overview

The Nice/Middleton Memorial Bridge, also known as the Potomac River Bridge, was a 1.7-mile, two-lane continuous truss bridge that carried US Route 301 over the Potomac River. It connects Maryland and Virginia via an 800-ft. main span, with a 136.5-ft. clearance over the shipping channel. The new bridge will double capacity and improve safety. The existing bridge is being demolished to create artificial reefs in the Chesapeake Bay watershed.

WSP, as part of a JV, is providing comprehensive program management services, including funding alternatives, procurement support, risk management engineering oversight, construction management and inspection, QA/QC, and project controls.

Engineering and Environmental Management – Our team oversaw subsurface exploration and laboratory testing; navigation and dredging studies; geotechnical investigation; preliminary engineering to support solicitation documents and construction permits; environmental analyses and permitting; public outreach; and traffic analysis.

Project Delivery Method and Procurement Support – Our team worked with MDTA to evaluate alternative delivery methods, develop the right contract packaging strategy, and prepare technical provisions which stressed durability requirements to prioritize longevity in the project. We also prepared RFQ/request for proposals (RFP) documents and supported the DB team selection process.

Project/Contractor Management – Our team is providing contract administration, contract compliance reviews of submittals, QA/QC, oversight of inspection staff, negotiating contract changes, processing payment requests, and verifying contractor compliance through inspections and audits.

Construction Management – WSP provides comprehensive construction management for the replacement bridge, including construction of power, fiber communications, gantries and foundations to support implementation of All Electronic Tolling (AET) by MDTA.

Project Complexities

WSP performed preliminary design on four options for the main channel crossing. Our analysis included incorporating ship impact and available geotechnical data into the pier design. The foundations extend through 60 ft. of water and continue through 140 ft. of very poor soft soils until reaching fixity in a hard sand layer for total depth of 200 ft. Steel shafts, drilled caissons, steel pipe piles, concrete cylinder piles, and drilled shafts were evaluated in this process.

Under a separate contract, RK&K, as part of a JV, is providing comprehensive construction management and inspection for the

replacement bridge, including the use of multiple barge-mounted cranes. RK&K's team of bridge inspectors monitor and provide oversight of:

- » Precast concrete (piles/footings/pier caps) installations
- » Cast-in-place (CIP) concrete for columns, abutments, and superstructure bridge deck
- » Parapet and approach slabs
- » Roadways and pavement
- » Grading, retaining walls, and embankments
- » Complex utility relocations
- » Stormwater management (SWM)
- » Drainage and erosion control
- » Construction staging
- » Traffic barrier and signage
- » On-site geotechnical testing
- » Intelligent Transportation System (ITS) and electrical

Gannett Fleming, as part of a JV, provided construction management and inspection and oversaw quality of the Virginia side approach roadway and construction oversight of the MDTA Tolling Campus facility renovation, including the construction of the new tolling plaza for the replacement bridge.

CES is providing field office coordination, inspection support, and document control services.

Innovative Solutions

- » **20 percent Cost Reduction** – Our comprehensive design allowed us to size, quantify, and price the various options more accurately, resulting in an alternative that reduced the estimated construction cost by nearly 20 percent.
- » **Proactive Thinking to Allow Flexibility During Construction** – Our team prioritized gaining early permits/approvals for multiple construction means and methods to increase MDTA's options.

Contract Date

2018 - (2024 completion)

Client Reference (Owner)

Brian Wolfe
Director of Project Development at MDTA
8019 Corporate Drive, Suite F, White Marsh, MD 21236
(410) 537-8200

Total Project Cost

\$1B

Firms Involved

- » WSP
- » RK&K
- » Gannett Fleming
- » CES

Project Cost Estimate

- » \$463M construction

Final Project Expenditure

- » 83 percent complete, on track to complete within budget

Factors Resulting in Project Completion Over/Under Budget

- » Strong project and schedule management
- » Extensive geotechnical investigation prior to DB procurement. This reduced the risk to both design and construction.
- » Early procurement of permits
- » Accurate cost estimating
- » Development of strong contract documents for DB procurement

DBE Compliance

On track to meet the 16 percent goal.

Value to VPRA:

Our team is dedicating Nice/Middleton Bridge key staff to Long Bridge, to focus on innovation during design oversight, construction, quality management, and stakeholder engagement. Our Nice/Middleton Bridge team's comprehensive design solution resulted in a nearly 20% reduction in construction costs. The team's proactive approach to gaining early permits and approvals for multiple construction means and methods allowed for flexibility during construction.

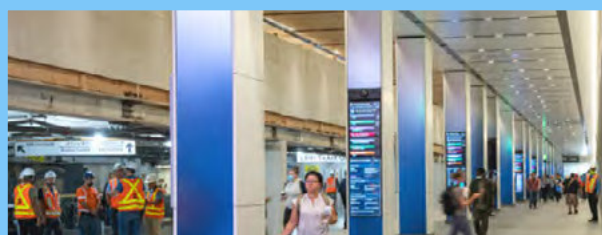
Long Island Railroad Concourse Renovation Project Management & Construction Management

New York, NY



Project Relevancy:

- » Program and Construction Management
- » Design-Build Delivery
- » Multiple Railroads, including Amtrak
- » Maintaining Operations During Construction
- » Complex Utilities
- » Dense Urban Area
- » ROW Management
- » Traffic/MOT
- » Extensive Stakeholder Coordination



Public revealing of new 18' ceiling height (note 6.5' height to left) and corridor width

Project Overview

New York Penn Station is the busiest transit hub in North America. It is owned by Amtrak, used by LIRR and NJT, and has connections to six NYCT subway lines. It houses 650,000 daily commuters and the station and railroad workers who maintain and operate it.

The LIRR Concourse is itself one of the nation's busiest rail stations, accommodating over 250,000 daily trips via more than 450 daily trains. Half of the LIRR daily customers enter or leave the railroad station via the busy 7th Avenue or 8th Avenue subway stations which accommodate over 185,000, and 171,000 weekday customers, respectively. Accordingly, pedestrian circulation in the LIRR concourses is congested, particularly at rush hours, and the concourses are insufficient to meet current and projected commuter demand. Moreover, evacuation of the LIRR Train Hall in an emergency event during a peak hour would be extremely difficult.

The WSP Team, under **Jeff Ryscavage's** leadership, is providing the complete suite of program and construction management services in two construction phases:

Phase 1 was completed in December 2020, 9.5 percent under budget. The project involved creating a direct connection from street level to the LIRR concourse and Train Hall, improving access and safety for the 185,000 daily customers. The resulting iconic East End Gateway entrance was built without impacting operations to Amtrak, LIRR, MNR, NJT or the six NYCT subway lines. Extensive coordination with the railroads, Madison Square Garden,

NYC Community Boards, NYC government (DOT, Department of Environmental Protection (DEP), Social Services, etc.) was required. The project involved 600 tons of steel and a 60-ft. high glass canopy.

Phase 2 – “Raising the Roof” is scheduled to open in early 2023 and is projected to be delivered at 10 percent under budget: Jeff and his team are raising the roof of the entire 50,000-sq. ft. concourse, from six ft. eight in. to 18 ft. in height, and doubling the width of the concourse from 30 ft. to 57 ft. to decrease foot traffic congestion. Proactive planning, stakeholder partnering and engagement, detailed scheduling and phasing, and aggressive risk register management and mitigation were crucial to deliver this project in downtown Manhattan at the busiest train station in the country, adjacent to Madison Square Garden.

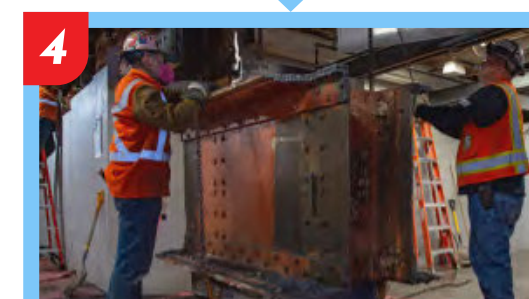
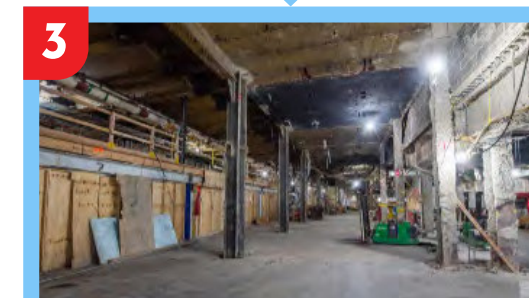
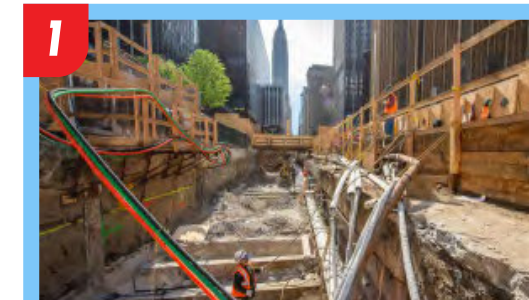
Project Complexities

Construction Phasing and Innovative Structural Solutions

Due to the complexity of the project, a detailed phasing strategy was required. While extremely complicated, a high level summary of the construction phasing is provided below:

- 1 First, the team had to excavate 33rd Street and relocate complex street level utilities and sewer boxes.
- 2 The team then demolished the roof of the train station – essentially removing all of the structural elements, steel and concrete off of the top of the train station.
- 3 New steel was installed to transfer the load of the buildings and the train station, as well as Madison Square Garden.

- 4 Next, seven low-hanging 10-ton beams informally known as “Head Knockers” – that historically limited the heights in Penn Station passageways to six ft. eight in. were removed.
 - » The new 18 ft. station roof structure was then rebuilt – using an innovative structural framing system.
 - » The team is currently working to repave all of the surrounding streets.



Contract Date

July 2019 - Present

Client Reference (Owner)

Jolyon Handler
LIRR Concourse Renovation Project CEO
Two Penn, New York, NY
347-541-0889

Total Project Cost

\$750M

Firms Involved

» WSP

Project Cost Estimate

\$750M

Final Project Expenditure

- » Phase 1 construction – \$127M estimate; \$120M actual (9.5 percent under budget)
- » Phase 2 construction – \$495M estimate; \$485M projected (10 percent under budget)

Factors Resulting in Project Completion Over/Under Budget

- » Strong project management and schedule management
- » Accurate cost estimating
- » Aggressive risk register management and active mitigation measures
- » Early identification and procurement of long lead items

DBE Compliance

On track to meet the 36 percent M/W/SDVOB goal.

Value to VPRA:

Just as they did on the Concourse, Jeff and Keith will bring construction phasing solutions to VPRA. For Long Bridge, the team will sequence the construction work to build from the bottom up, first with subsurface piling, then relocating the retaining and crash walls, then rebuilding the track and all of the other bridge structures (395, Washington Channel, Ohio Drive, and Main).

Project and Construction Management - Our team provides expert staff across all areas of project management, project controls, and design support. Construction management services included field engineers, safety and security managers and special inspection support. Commercial management services included cost accounting, budget management and analysis, schedule management and analysis, cost estimating, risk analysis and management, production management, document control, and performance oversight. Client support services included office engineers, IT support, graphics and videography, outreach, and communications.

Procurement Support and Independent Cost Estimates - The WSP Team reviewed and commented on the procurement packages (developed internally by the Metropolitan Transportation Authority [MTA]) before they were issued. We also conducted an independent cost estimate on behalf of the MTA. Additionally, MTA had WSP identify and contract with another large general contracting firm (Turner) to conduct a separate independent cost estimate as well as an in-depth constructability review. This provided critical information to MTA as they evaluated proposals, bids for the project and proposed means and methods of construction.

Early Focus on Systems Testing and Commissioning to Reduce Risk - Jeff “began with the end in mind.” Early on in the project, the team started a working group to focus on two areas: 1) project closeout and 2) systems integration/testing/commissioning. This effort worked to identify key opportunities to ensure the schedule for project closeout, systems integration, and testing and commissioning was met. The working groups kept these topics in constant consideration, beginning with design and through construction. This effort of early proactive coordination with our stakeholders has significantly reduced a number of project risk areas. WSP involved the contractor, their subcontractors, the various end users of systems (facility and operations) and code officials which has focused efforts to review plans not only in design and through construction but helped users consider operational and maintenance issues.

Stakeholder Coordination - Because this is the busiest transit hub in the United States, stakeholder coordination is fundamental to project success. Jeff and his team are responsible for the day-to-day communication and coordination of numerous project issues and correspondence such as RFIs, design reviews and submittals. Stakeholders include: MTA, MTA Construction & Development (C&D), LIRR, NYCT, Amtrak, NJT, the Design-BUILDER (Vornado Realty Trust, Skanska USA and their sub-contractors), Consolidated Edison (gas and electric utilities), New York state code officials, permits, NYC-DOT (street-level work), DEP (water and sewer), New York City Police Department, New York City Fire Department, the NYC Arts and Design Commission, NYC Department of Homeless Services, three mid-town Community Boards, the Mayor’s office, the Governor’s office and Madison Square Garden; moreover, within each of the transit agencies we actively coordinate with numerous departments such as engineering, operations, stations, fire-life safety and law enforcement.

Multiple Communication Methods Keep the Project on Schedule - Jeff established a ‘project rhythm’ that consists of daily, weekly, bi-weekly or monthly meetings, depending on the topic, as well as design reviews and field walks as appropriate to keep the various stakeholders informed of the project progress and upcoming work. Additionally, WSP’s outreach team maintains contact with numerous stakeholders and acts as ‘scouts’ to keep our team and the client informed of stakeholder concerns, issues and sensitivities. The outreach team also coordinates with the MTA public relations staff, media outlets, community groups as well as the Governor’s and Mayor’s office as necessary - a critical asset to keep project messaging consistent and in step with each agency’s intent.

Jeff Ryscavage has been an excellent project manager for the LIRR Concourse project. He has been proactive and collaborative working with the Skanska contractor team and coordinates with all other project stakeholders. He is very responsive to MTA and attentive to the project’s needs on a daily basis. Jeff keeps his team on track and aware of priorities, risks, and opportunities to bring value to the LIRR Concourse project.

Jolyon Handler - LIRR Concourse Project CEO, MTA Construction and Development

As Construction Manager, Keith Powley is very proactive in coordinating with NYCT and the dozens of field engineers on the LIRR project. His leadership during construction has provided good results in terms of safety and quality in the field. He coordinates, plans, oversees and obtains documentation required for the LIRR track outages. Keith collaborates with Skanska, Amtrak, and LIRR on all of these aspects.

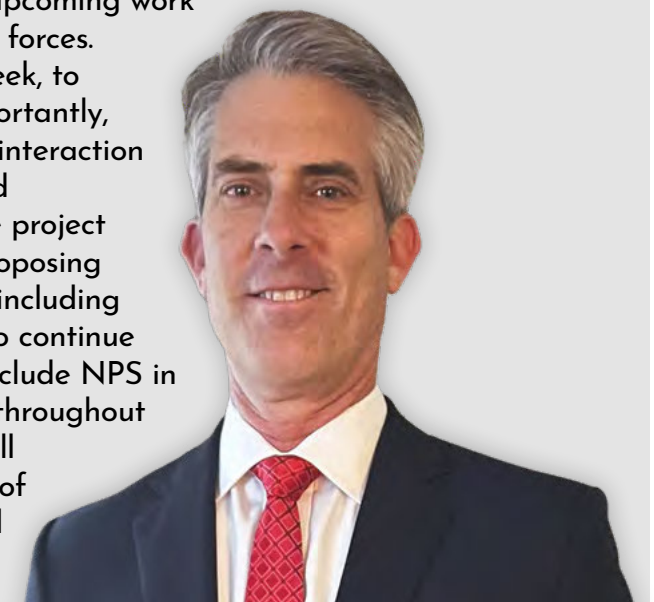
Jolyon Handler - LIRR Concourse Project CEO, MTA Construction and Development

Q

Jeff, what was one of the most valuable aspects of your project management of LIRR, and how will you leverage this experience to bring value to VPRA?

A

We knew from day one that partnering with Amtrak would be critical to delivering this project on time, without impacting railroad operations. Within one week of Notice to Proceed (NTP), we established a weekly coordination meeting to develop a rapport with Amtrak personnel and their relevant departments. The weekly coordination meeting was initially used to coordinate design and operational issues but has grown to meeting twice a week where we discuss current/upcoming work and necessary support requirements needed from Amtrak forces. These meetings are followed by two field walks, twice a week, to coordinate with not only Amtrak leadership but more importantly, the day-to-day Amtrak workforce. This progression of our interaction with Amtrak has been extremely productive, has shortened coordination times and has built mutual trust between the project management team and the Amtrak project team. I am proposing a similar approach for Long Bridge. First, we will start by including CSXT, VRE, and Amtrak in our initial partnering session to continue the rapport VPRA has already established. We will also include NPS in our early coordination as their partnership will be critical throughout the entire schedule and length of the project scope. We will continue to actively collaborate with the railroads and all of the project stakeholders to deliver the project on time and without impacting railroad operations.



Woodrow Wilson Bridge Replacement, MD, DC, and VA



Project Relevancy:

- » Program and Construction Management
- » Multiple Construction Packages (35)
- » Potomac River Crossing
- » Complex Utilities
- » Extensive Stakeholder Coordination (NPS, VDOT, DDOT)
- » Traffic/MOT
- » Environmental and Engineering Oversight
- » Public Outreach

Project Overview

The award-winning Woodrow Wilson Bridge project replaced a 47-year-old, six-lane bridge on the Capital Beltway with two side-by-side drawbridges carrying 12 lanes of traffic over the Potomac River between Virginia and Maryland. In addition to the new bridge, the 7.5-mile, \$2.5B project involved reconstructing four adjacent interchanges, two in Virginia and two in Maryland.

Potomac Crossing Consultants (PCC), a joint venture led by WSP and including RK&K, was selected for this GEC contract by VDOT, FHWA, MDOT SHA, and DDOT. PCC’s responsibilities included program management, procurement support, design coordination, project controls, support for ROW acquisition, MOT, community outreach and stakeholder involvement, environmental assessment and permitting, partnering, field inspection and quantity surveying, material testing, and full-service construction management.

In the spirit of collaboration, we established a project office for the entire project management and CEI teams to co-locate with the client.

Program Management – Several state-of-the-art program management innovations were directly responsible for the project staying on time and on budget. WSP included requirements in contracts for consistent scheduling technology and submittal control. The team developed an automated, integrated forecasting system to allow its project sponsors to be kept constantly up to date on the overall cost-to-complete General Engineering Services.

Procurement Strategy and Contractor Collaboration – PCC assisted the owners in structuring their acquisition strategy for this program. The project was subdivided into 35 separate construction contracts (19 of these for the bridge itself and the two interchanges on each side – others are ancillary). As the project came to completion, the construction program was delivered at a collective total equal to the budget. Incentive/disincentive clauses in the contracts and a consistently applied scheduling special provision gave the PCC project controls staff the tools to help keep the program on track. **PCC focused closely on the interfaces among the individual construction contracts, collaborating with the contractors to achieve mutual goals.**

Engineering Oversight – The Potomac River crossing concept, consisting of the twin double-leaf bascule bridges and its approach spans, was selected through a design competition. Our team oversaw five separate design teams, requiring close coordination and integration. A project-wide value engineering (VE) program was used as a cost-control mechanism during the design phase of the program. During construction, value engineering proposals from the contractors were evaluated under a shared-savings formula.

Project Controls and Commercial Management – The team was responsible for contract administration and established a project-wide cost and schedule controls system.

Environmental Management – **Every environmental mitigation requirement was met or surpassed.** WSP oversaw environmental assessment and permitting. Concern for fish in the

Potomac River and tributaries led to the use of a contained air-bubble curtain system to protect fish from the shock wave of deep water pile driving. Thousands of tons of the old bridge were used to create fish reefs in nearby Chesapeake Bay, also of benefit to the bald eagles whose diet is mainly fish. Permanent improvements to the Potomac shores included new wetland areas in several counties, a bald eagle sanctuary, woodlands preserved and planted and newly created fish passageways for spawning. Prior to ROW acquisition, environmental site assessments were conducted, and corrective action plans were developed to address removal, handling, and disposal of contaminants.

Public Outreach – WSP implemented a robust public information and involvement program. The design competition for the bridge span included public participation.

A partnering program was initiated early in the project to define goals and identify major challenges concerning project stakeholders. Partnering was first used among the owners to meld the different interests of the four program sponsors into a coherent execution effort. Partnering evolved during construction, and was implemented on every major construction contract. The owner, contractor, designer, PCC, and stakeholders met regularly to review progress against common goals and iron out differences. Partly as a result, the project was largely free of contractor claims.

Contract Date	1997-2014
Client Reference (Owner)	John Lynch, PE VDOT NOVA District Engineer 4975 Alliance Dr. Fairfax, VA 22030 (703) 259-2737
Total Project Cost	\$2.357B
Firms Involved	» WSP » RK&K
Project Cost Estimate	\$2.443B
Final Project Expenditure	\$2.357B
Factors Resulting in Project Completion Over/Under Budget	» Under budget by \$86M » Effort to protect and conserve the \$220M contingency budget, which was part of the original program estimate » Monthly meetings between contractors, the GEC, MDOT SHA, and VDOT avoided surprises by forcing proactive discussions of potential issues before they resulted in additional cost and schedule delays.
DBE Compliance	Though there was no set goal, a percentage of the work was given to DBEs.
Value to VPRA:	Long Bridge will require coordination between multiple construction packages. To mitigate potential risk to cost and schedule, our team will bring the same diligence to managing contract-to-contract interfaces as was done on WWB, with regular coordination meetings, close comparison of schedules and contractor partnering. On WWB, the team’s diligence saved \$300M.

Computer-generated video illustrations were used to assist in communicating project concepts to stakeholders, especially to the general public. Key issues concerned construction sequencing, sight lines, and aesthetics. A 3D physical model was used to show existing conditions. The team often hosted tours of the ongoing construction for school, community, and professional groups.

Environmental Streamlining – The project received national accolades for environmental streamlining, which allowed contractors to be more efficient. Any emerging non-compliance issue was addressed immediately with the construction contractor. As a result, reasonable requests for modifications to permits sped through approval channels, often enabling construction contractors to use more efficient practices.

Permitting – Permit acquisition and coordination included regular meetings with regulatory agency representatives, stakeholders, the public, commissions, and community organizations. Among the agencies involved, most directly were the Maryland Department of the Environment (MDE), USACE, Virginia Department of Conservation and Recreation, USCG, Federal Aviation Administration (FAA), the Maryland Critical Area Commission, and NPS.

A project website was established to maintain communication with the public, and included an interactive map allowing users to zero in on specific work locations, traffic routes during congestion, and a mechanism for the public to send in comments.

Construction Management – WSP had construction management professionals assigned throughout the project, from the top construction assignment through area engineer, lead project engineer, project engineer, lead project inspector, office engineer and senior and regular inspectors.

Innovative Strategies Delivered Results

Several state-of-the-art program management innovations were directly responsible for the mega project staying on time and on budget, ultimately **saving the sponsors \$300M.**

- » A Construction Management plan written by the GEC team is now cited as the industry standard – FHWA now requires each new mega project team to create a similar document. Included in the Construction Management Plan were requirements in construction contracts that would necessitate consistent scheduling and submittal control.
- » Regular coordination meetings gave contractors a forum in which to work out joint issues such as access and area assignments; only those issues that could not be resolved bilaterally were brought to the owners.
- » Special provisions for safety required on-site safety professionals for contractors or subcontractors with staff of 25 or more. **As a result, the project had half the national average of lost workdays.**

More than a Bridge

For many, the new bridge is about something even bigger.

“The new Wilson bridge is much more than concrete and steel,” said Maryland Governor Martin O’Malley at its dedication ceremony. “It is a symbol of partnership and cooperation between our federal, state and local governments and a tribute to what we can accomplish as a people when we come together around a common goal.”

Project Achievements

With a projected cost of \$2.5B, it was one of the largest capital development transportation projects under way in the US at the time.

- » Every environmental mitigation commitment was met or surpassed, with permanent improvements made to the Potomac shores including new wetlands, a bald eagle sanctuary, woodlands preserved and planted and newly created fish passageways for spawning.
- » The progressive partnering program utilized on all contracts that was developed, led and fostered by the JV consulting team of WSP and RK&K and the owners, was a key factor in conflict management and issue resolution.
- » The program was executed in a historic urban setting, with poor riverine soils, under traffic exceeding 200,000 vehicles per day, in the shadow of the White House, Congress, and the media.



“On time - on budget” was the consistent focus and eventual outcome of the Team’s efforts. But just like scoring an Olympic diving or skating performance, the execution must be multiplied by the degree of difficulty. The WWB engineers earned their perfect “10” on a project that was extremely challenging and of great consequence. The project replaced an aging structure and cleared a renowned transportation bottleneck through technical innovation, environmental stewardship, capacity and efficiency improvements, and incorporation of transit alternatives. In an era of public scrutiny and mega-project challenges, the WWB stands at the forefront, proving that innovation, communication, leadership, and partnering can ensure successful completion of a project, regardless of the size.

Ronaldo Nicholson, PE
(Former VA Department of Transportation Project Manager)

CSXT and WMATA Coordination Maintained Operations

WSP and RK&K performed extensive coordination with CSXT and WMATA for construction of the new B622 Telegraph Road Bridge. This bridge was constructed over live CSXT and WMATA rail lines accommodating over 100 trains per day. Coordination included daily railroad flagger scheduling, review and approval of staging and access plans, review and approval of steel erection plans, and track shutdown and signal coordination. Field personnel working on B602 were required to obtain CSXT and WMATA safety training.

Starting construction is always a challenge and that is what I like about the Long Bridge project. I'm looking forward to leveraging my local bridge construction lessons learned from the Nice/Middleton and other bridges over water to proactively plan for the challenges that will come up during construction.

Lee Yowell, PE, CCM

Construction Manager





Tab 4: Qualifications of Project Staff

VPRA can rely on the consistent leadership of our proven core team for the duration of the project. Project Manager Jeff Ryscavage has built a team that represents the best of our JV's collective resources – WSP's comprehensive, industry-leading program management, engineering and project controls expertise, as well as RK&K's nationally-recognized stakeholder and construction management services. We have summarized how each key personnel will contribute to completing the work. Jeff's contribution and his resume are located in Tab 5, as directed by the RFP.

Jovita Stander, PMP, PMI-SP

Project Controls Manager

- » **Support Jeff in assigning the right people at the right time.** As the operations manager on the Medupi Power Station project, Jovita was responsible for overall logistics, administration of commercial, engineering, and construction staff and ensured the project had the right people as it ramped up to 200+ staff.
- » **Establish a programmatic document control and tracking system that allow for early warning signs for schedule and cost deviations.** Jovita's experience working on multiple types of projects brings an ability to leverage successful tracking systems for VPRA.
- » **Protect VRPA's budget and schedule.** Jovita's experience has focused on protecting clients' budget and schedule: from validating the \$33M monthly contractor payments on the HRBT project to working directly with contractors as assistant project manager on the Oxy project – she stays aligned with the project's progress to ensure early indicators are resolved quickly.



Robert Smythe, PE

Engineering Manager

- » **Decisive action in a timely manner to ensure VPRA's schedule responsibilities are met.** Robert has 15 years delivering flagship infrastructure projects across transit, utility and site development sectors.
- » **Balance engineering constraints, policy goals, and stakeholder needs to recommend optimal solutions.** His extensive rail experience provides technical solutions while supporting the needs of agencies, such as FRA, DDOT, and others.
- » **Conduct design reviews with attention to VPRA's needs.** His design experience in the capital region provides insight on getting technical documents through stakeholder approvals.



Lee Yowell, PE, CCM

Construction Manager

- » **Establish strong quality programs.** He will leverage the tools that have led to previous successes, including establishing strong relationships with the client and contractor, as he did on the Nice/Middleton Bridge.
- » **Analyze construction risks and provide solutions.** Lee's extensive experience working on complex projects that include bridges over water with poor soil conditions allows for him to provide constructability solutions during design, as well as analyze field changes for the best solutions.
- » **Solve technical challenges.** His work on mechanically stabilized earth (MSE) walls throughout Virginia will address settlement concerns. On the 295 Flyover project, he developed a risk-focused geotechnical testing plan on a MSE wall that needed 12 months to settle two ft., saving eight months in the schedule.



Henry Kay, AICP

Stakeholder Manager

- » **Balance stakeholder and engineering needs with policy goals.** Henry brings a proactive approach to engaging stakeholders early and often, depending on the needs of the project. As the Long Bridge moves into delivery, he will maintain the positive momentum already built by VPRA during the preliminary engineering phase.
- » **Develop a customized strategy for each stakeholder.** He will work with the team to establish agreements and include schedules and details regarding critical issues and concerns, establishing the overall approach for each one.
- » **Find 'win-win' solutions by building relationships early in the pre-construction phase.** Henry's prior experience on mega projects has refined his approach to searching for 'win-win' solutions. For example, when reviewing the site, Long Bridge Partners identified an opportunity to work with NPS on one of the less established park locations as a potential laydown area, with community enhancements when released after construction.



Kate Trout, PWA, ISA-CA, QP

Environmental Manager

- » **Minimize environmental impacts.** Kate works with the team to ensure all understand the project's purpose and communicates clear milestones, as well as the need for timeliness and efficiency on direction of environmental mitigation.
- » **Engage with technical staff, regulators, and agencies to provide environmental solutions.** Her approach to engaging with various regulators and agencies is to get them engaged on the project, understand their timelines and concerns and establish regular touch points.
- » **Liaise with environmental regulators and agencies.** It is important to have early dialogue with the designers to review potential solutions for environmental concerns - ultimately synthesizing all environmental needs and establishing a clear path for success.



John Undeland

Public Outreach Manager

- » **Assist VRPA in developing and implementing a strategic communication plan that fosters transparent, open and positive interactions with stakeholders.** John's decades of experience supporting transportation agencies on high-profile projects has encompassed every phase of project development and he has worked in nearly every capacity.
- » **Protect VRPA interests through clear communication protocols.** John's extensive experience includes emergency response plans. He knows how critical it is to ensure all communication is planned for and validated before being publicly shared.
- » **Understand the project inside and out.** As he has from the Woodrow Wilson Bridge to the Purple Line, John will interact with our leadership team on a daily basis to ensure he understands the technical details to communicate them effectively.





Firm

Long Bridge Partners
(WSP)

Years Experience

20

Years with Current Firm

10

Education

- » MS, Project Management in Construction, University of the Witwatersrand, Johannesburg, South Africa
- » BA, Business Administration, University of Sao Paulo, Sao Paulo, Brazil

Professional Registrations

- » PMP #2553903
- » PMI-SP #2694301

Jovita Stander, PMP, PMI-SP

Project Controls Manager

PROJECT STAFF

- » *Experience delivering complex, multibillion, multidisciplinary projects across the infrastructure and transportation sectors, including domestic and international projects*
- » *Manages large teams working closely with the program managers to identify staff resource needs, including project control/contract administration specialists; responsible for cost, contract and claims management, as well as scheduling, reporting, and information management*
- » *Skilled at identifying best resource allocation to guarantee efficiency, accuracy and best project outcomes*

Relevant Project Experience:

VDOT, I-64 HRBT PM/CM Project, Hampton/Norfolk, VA: Project Controls Manager for the largest highway construction project in Virginia's history, with new twin bored tunnels. Responsible for a team of 18 staff delivering cost management, report management, change management, schedule management and document control services. Worked with cost estimators to review change orders and supports change order management and tracking. She reviewed and improved processes and the working relationship with the contractor. Responsible for a programmatic document control and tracking system. Provided recommendations to senior leadership regarding schedule disposition and contractor payment analysis and validation, as well as recommendations of formal correspondence (e.g., response to contractor letters, notification to lender). She reviews the contractor payment

process, including their subcontractor's work, that averages \$33M monthly. Project also includes replacement of 1.75 miles of existing marine trestles, replacement or rebuilding of 24 bridge structures, highway expansion from two to three lanes (plus drivable shoulder) in each direction.

AVANGRID, Brightline Bulk Energy System (BES) Program, Rochester, NY and Augusta, ME: Senior Project Controls Manager responsible for cost, schedules, cashflow, budget, cost forecast and contractor management for the State of Maine portion. The \$2B BES program comprises 80 projects in Maine and New York, across three utility companies, 40 substations and 271 miles of lines, to improve reliability of the 115 kV and above network. Prepared task order schedules, identified critical paths utilizing critical float path analysis to monitor project resources and budget and delegated as necessary.

Jovita Stander, PMP, PMI-SP - Project Controls Manager

Produced project cost reports covering deviations, under-runs and over-runs. Supplied forecasts and cost trend reports (including corrective action reviews), reviewing and evaluating trends and impacts to project costs.

Alcoa, Project Dawn - Utility Separation Works, Warrick, IN:

Project Controls Manager who implemented cost management and schedule management per the client's internal policies. Provided overall project cost management via the client's financial system. Provides a programmatic document control and tracking system for correspondence, notices, and any other project and or contract documentation. Developed cost breakdown structure (CBS), budget allocation, cash flow, cost forecast, contingency management, cost trend, and monthly reporting. Provided change management and invoice review and supported contractor payment process including invoice analysis. Worked with the cost estimator to obtain construction cost estimates. Managed migration of client's schedule from MS Project into Primavera P6. Delivered weekly schedule progress update and reporting. This \$87M project's multidisciplinary scope (engineering and construction), encompassed the segregation of utilities (high voltage, low voltage redistribution, high temperature water and steam, compressed air, and IT) on a brownfield industrial operation. Acts as deputy PM when required, chairing various meetings with project team and client on behalf of the project manager.

Climax Molybdenum Removal Water Treatment Plant PM - Project Controls, Climax, CO:

Project Controls Manager for a new, \$60M water treatment facility for Molybdenum mine operations. Implemented project controls functions including cost management and overseeing the client's other subconsultants. Responsible for scheduling, document control and tracking system for correspondence, change/work order management and tracking, notices and any other project/contract documentation.

Occidental Chemical Corporation (Oxy), Convent 16" Brine Pipeline Expansion, Convent, LA:

Assistant Project Manager/ Project Controls Manager for the PM/CM team of a project of 10 miles of brine pipeline with open cut and three miles of directional drilling segments. One mile passed under the Mississippi River, and required coordination with USACE to monitor the adjacent levee system. Worked directly with contractors and suppliers. Provided a programmatic document control and tracking system for correspondence and notices. Provided cost, schedule, subcontractor, and change management. When required, relieved the Construction Manager on site during construction. Managed subconsultants and supported the contractor payment process, including invoice analysis.

Eskom, Medupi Power Station, South Africa: As Operations Manager, responsible for logistics and administration of commercial, engineering and construction teams, comprising 140 staff. Implemented new policies and procedures to reduce operational costs and minimize asset loss. Ensured the team understood the client and project policies. Reduced operational costs of property monthly rental values and recovered vehicle damage costs. Audited fleet, accommodation, and IT assets and acted as Chair for disciplinary hearings. Recovered substantial outstanding revenue for the business which positively impacted the bottom line. Was the PM for the Corporate Social Responsibility project, which included negotiations with the local community chief, and the construction of a community hall in rural South Africa.

I am passionate about people and their development and look forward to working with Jeff and the team to create a team with a variety of skill sets integrated into a focused effort for the Long Bridge project.

Jovita Stander, PMP, PMI-SP, Project Controls Manager



Jovita's experience correlates directly with the responsibilities requirements listed in RFP Exhibit 2

Responsibilities	HRBT	Proj Dawn	Oxy
Is the management and administrative lead for Consultant staff resourcing and contract management.	✓		
Holds the leadership role in the management and timely delivery of sufficient quality and quantity of support services to the Project.	✓	✓	✓
Has full authority to commit consultant resources and is ultimately responsible for the timely, high-quality execution of contract tasks and products.	✓	✓	✓
Responsible for monitoring contract task schedule and budgets.	✓	✓	✓
Responsible for overall management of consultant invoicing and management of sub consultants.		✓	✓
Matches consultant staff to assigned task order and make recommendations on project staffing.	✓	✓	✓
Oversee Scheduling, Cost Estimating, and Contracts staff to ascertain that Project goals, responsibilities, and schedules are achieved.	✓	✓	✓
Supports the contractor payment process including invoice analysis, prepares and analyzes cost estimates for various design and construction applications, supports change/work order management and tracking, supports and leads teams in analyzing and responding to claims, disputes, and other similar activities.	✓	✓	✓
Interfaces with the project development processes and supports by preparing contract time determination reports, performing constructability review, and other similar support type applications.			
Establishes and manages processes and procedures for both cost and schedule assessment, forecasting corrective actions review, progress measurement, reporting and productivity analysis	✓	✓	✓
Establishes and manages processes and procedures to report contract, cost, schedule metrics to VPRA, etc. (includes forecasting and trend analysis as needed)	✓	✓	✓
Oversees and competently maintains internal budgets and provides oversight of project budgets		✓	✓
Provides a programmatic document control and tracking system for correspondence, notices, and any other type of project and or contract documentation.	✓	✓	✓



Firm

Long Bridge Partners
(WSP)

Years Experience

15

Years with Current Firm

2

Education

- » MBA, University of North Carolina, Chapel Hill, NC
- » MS, Civil Engineering, University of Maryland, College Park, MD
- » BS, Civil Engineering, University of Virginia, Charlottesville, VA

Professional Registrations

- » Professional Engineer: MD/0042410, DC/908141, VA/0402055659
- » WMATA Facility Access Badge: (2018)
- » OSHA 10-hr Training (2018)

Robert Smythe, PE

Engineering Manager

PROJECT STAFF

- » *15 years of experience leading and delivering flagship infrastructure across the transit, highway, utility and site development sectors - including those with alternative delivery methods*
- » *Presently program coordinator for VPRA's \$2.1B rail expansion project in the National Capital Region and is responsible for managing various deliverables and action items across Transforming Rail Virginia*
- » *Leverages technical experience to provide analytical, pragmatic solutions on behalf of his clients that include regional agencies and public partners such as VPRA, WMATA, the US Department of Defense (DoD), and FRA*

Relevant Project Experience:

VPRA, TRV Program Management, Arlington, VA: Program Coordinator orchestrating technical discipline reviews by a pool of more than 30 experts, and reviewing key deliverables such as agency memoranda, construction scheduling/sequencing/packaging, and coordination workshops. Responsible for weekly report-out sessions in Engineering Manager's Meeting to VPRA leaders highlighting major project muscle movements and action items.

DDOT, Capitol Crossing Final Design, Washington, DC: Project Manager/Engineering Manager for this eight year, \$1.5B mixed-use air rights development above I-395 including heavy coordination within DDOT and Ward 6. This project required extensive utility coordination in a dense urban area and permitting coordination with DCRA, DOEE, and various

other authorities having jurisdiction (AHJs). Responsible for financial and change management, agency permit approvals, construction administration, construction review documentation, discipline coordination, on-site owner support, document control, milestone deliverables, and asset turnover from private to public agents. Managed the construction administration process for the project's civil, structural, mechanical, and electrical components. Specific technical design responsibilities included the design and coordination of \$35M in utility relocation, which involved 1,625 linear ft. of telecommunication duct bank relocation between six carriers, 1,250 linear ft. of natural gas line relocation, 4,550 linear ft. of domestic water service relocation, 600 linear ft. of 30-in. water transmission line relocation, 630 linear ft. of high-voltage electric service relocation, 1,350 linear ft. of network electric service relocation, and 3,300 linear ft. of storm sewer relocation.

Robert Smythe, PE - Engineering Manager

WMATA, PM/CM, Rail Operations Central Command (ROCC), Washington, DC: Program Manager/Engineering Manager of comprehensive ROCC transformation program. Initiated in July 2020 in response to safety audits, this program spanned the training, recruitment, workflow, staff workload, communication, engagement, leadership and development, operating manuals, and other core functions of the rail operations center. Oversaw a core team of 40+ staff and four subconsultants. Work includes performing an organizational assessment of the ROCC, installing a new command structure with defined roles and responsibilities, establishing and optimizing operational processes, overhauling governance documents, and implementing a digital shift management system, new operations hardware, and a robust communications program. The project was awarded ITE's national Transportation Systems Management & Operations Award in 2022.

VRE and Amtrak, Quantico Station Improvements, Quantico, VA: Led civil design work for a new third track, complemented by new access stair tower/platform bridge, 1,500 vehicle surface parking facility, upgraded utility infrastructure, and public park improvements. Coordinated Prince William County permit approval packages, SWM design approval, environmental compliance, and project financial management.

MDOT MTA, Purple Line Light Rail, Baltimore, MD: Civil subject matter expert who designed SWM systems, spearheaded MDE SWM compliance through a variety of best management practices (BMP) including offsite treatment areas. Oversaw design and approval of multiple bio-retention systems to meet MDE's project requirements.

WMATA, Assessment and Remediation of Collapsed or Displaced Power Cable Duct Banks, Washington, DC: Led a team of engineers to assess, recommend, and provide final designs for failing traction power systems at seven discrete metro stations. Site constraints included limited work areas in urban environments, adjacent project construction, field data collection on active

railroads (WMATA, CSXT), safety compliance, and program coordination within WMATA departments.

South Carolina Department of Transportation (SCDOT), I-20 Highway Widening DB, Aiken, SC: Lead civil/drainage engineer responsible for the drainage and site element design for this four mile widening. Worked directly for the contractor, increasing understanding of how to encourage staff to conduct work with appropriate delivery mindset, rather than traditional DBB. Specific responsibilities included assembling requisite drainage, hydraulic, stormwater, and environmental documents for permit approval.

City of Raleigh/GoRaleigh, Wake BRT Preliminary Engineering, Raleigh, NC: Utility Lead for three BRT projects: the New Bern, Western and Southern Lines. Performed QA/QC for the quantity and cost impacts as well as developed solutions to minimize impacts on principal utility infrastructure including power transmission and telecommunication backbones.

WMATA, PM/CM for Bus Facility Program, Washington, DC: Supports this element of WMATA's Capital Improvement Program by administering specialized design packages, providing project management, technical review, construction field support, bus treatment design, and agency coordination. Leverages extensive field construction administration experience and prior work on DDOT Vision Zero initiatives.

I'm truly excited to have the chance to bring years of planning and groundwork to reality. The Long Bridge project will greatly expand passenger access to high-earning activity nodes for generations to come. My background in complex transportation projects is the perfect complement to this project's needs.

Robert Smythe, PE, Engineering Manager



Robert's experience correlates directly with the responsibilities requirements listed in RFP Exhibit 2

Responsibilities	TRV	Capitol Crossing	ROCC
Supports VPRA's project leadership while coordinating with other Project leads.	✓	✓	✓
Performs management and general administrative role for oversight of engineering services and understanding their interface with the Project's objectives.	✓	✓	✓
Able to act decisively and timely to ensure VPRA's schedule responsibilities are met.	✓	✓	✓
Able to balance engineering constraints, policy goals, and stakeholder needs to recommend optimal solutions to difficult issues.	✓	✓	✓
Has authority to commit consultant engineering resources and is ultimately responsible for the timely, high-quality execution of tasks and products.		✓	✓
Establishes and manages process to ensure timely reviews of and responses to all engineering submittals.	✓	✓	✓
Ensures technical staff conduct their work with the appropriate project delivery mindset rather than defaulting to a "design-bid-build mindset."	✓	✓	✓
Establishes process to review comments for appropriateness, assess dispositions and bring comments to timely resolution.	✓	✓	✓
Establishes and leads a technical issues escalation process that solves all issues early and at the lowest level possible.	✓	✓	✓
Responsible for recording and managing key engineering decisions. Records shall provide all back up material necessary for the defense of potential future change orders and/or claims.	✓	✓	✓
On a regular basis keeps the overall Project Team informed of engineering decisions and issues.	✓	✓	✓
Facilitates Project acceptance by appropriate Authorities Having Jurisdiction (AHJs).	✓	✓	✓



Firm

Long Bridge Partners
(RK&K)

Years Experience

28

Years with Current Firm

15

Education

» BS, Civil Engineering, Virginia Military Institute,
Lexington, VA

Professional Registrations

» Professional Engineer/
VA/#0402035601
» Certified Construction Manager/
CMAA

Lee Yowell, PE, CCM

Construction Manager

PROJECT STAFF

- » *Served as a Project/Construction Manager responsible for large, MOT/heavy phasing and complex bridge projects as a contractor, consultant and owner (VDOT), including the Woodrow Wilson Bridge crossing the Potomac River*
- » *Has extensive alternative delivery experience, including VDOT's first P3, has prepared multiple procurement bridging documents, and wrote the QA/QC requirements for VDOT's P3 and DB program*
- » *Regional construction expert providing solutions for poor soil conditions, marine construction, working with USCG permits, phasing of complex utilities and MOT while maintaining environmental commitments*

Relevant Project Experience:

MDTA, Nice/Middleton Bridge Comprehensive Construction Management & Inspection Services, Charles County, MD & King George County, VA: Construction Manager/Area Engineer for this \$463M DB replacement of the Nice/Middleton Bridge over the Potomac River between Charles County, MD and King George County, VA. The new bridge will replace the existing two-lane bridge with a wider bridge, doubling the capacity as well as facilitating tall vessels under its 135-ft. clearance. The existing bridge will be demolished to create artificial reefs in the Chesapeake Bay watershed. The project includes precast concrete piles and girders, CIP concrete for footings, columns, abutments and superstructure bridge deck, parapet and approach slabs, and re-steel for all CIP concrete. The project also includes structural steel for the main channel span, modular joints, strip seal type joints, drainage scuppers, and

overhead lane use sign gantries. Roadway approaches included asphalt paving, storm drainage, curb and gutter, median barrier, multiple MOT shifts, conduit for power and communications, and various ITS components. The project requires coordination with NPS, US Fish and Wildlife Service (USFWS) and protecting endangered fish and threatened bird nesting areas. As the MDTA representative on the project, responsible for the construction management and inspection and materials testing for the project. Oversees and manages project staff of 45 engineers, inspectors, and materials testing technicians, to include an on-site certified concrete lab. Manages the construction project to assure the contractor's compliance with the plans and contract documents; manages project personnel; and oversees inspection, materials quality control and quality assurance testing, project documentation, project budget and schedule, and contract administration. Writes project management correspondence,

Lee Yowell, PE, CCM - Construction Manager

reviews recommendations made by project staff, and provides resolution of field construction problems and design changes.

VDOT, I-264 Witchduck Interchange & Ramp Extension, CEI Services, Virginia Beach, VA: Project Manager/Construction Manager for CEI services for the extension of the new collector-distributor roadway from the Newtown Road interchange to the Witchduck Road interchange; reconfiguration of both interchange ramps; and construction of an overpass between the two interchanges to connect Greenwich Road on the south side of I-264 and Cleveland Street on the north side. Duties included overall project management to assure contractor compliance with the plans and contract documents; schedule review and analysis; and independent cost estimates and negotiations with the contractor on work orders. Managing a staff of 12+ construction managers, office engineers, and construction inspectors; representing VDOT at meetings with local businesses and property owners; and running weekly progress meetings with VDOT, FHWA and the contractor. Provided constructability reviews, materials testing and stakeholders management. Monitored project budgets/schedules and recommended adjustments. Made recommendations for resolution of field construction problems.

VDOT, I-64 Widening & Route 623 Interchange Improvements, Henrico & Goochland Counties, VA: Quality Assurance Construction Manager for this \$62M design-build project which involved the widening of Interstate 64 from a four-lane divided freeway to a six-lane divided freeway and improvements to the I-64/Route 623 Interchange. Responsible for developing and maintaining the QA/QC Plan, coordinating with the designers to formulate the QA/QC testing and ensuring adherence to the QA/QC Plan and Testing Plan. Analyzed and interpreted project plans, contract language, and specifications to ensure project constructability during pre-construction. The project length is 4.52 miles. The additional through lanes were constructed to the

inside of I-64 in both directions. The interchange improvements included upgrading the existing traffic signal, widening the I-64 westbound ramp to Route 623 to provide an additional turn lane, adding a left turn lane on Route 623 southbound to I-64 eastbound, and widening the I-64 eastbound off ramp to Route 623 to provide an additional turn lane.

VDOT, Route 27/244 Interchange Modification DB Project, Arlington, VA: Deputy Project Manager for this \$40M design-build project. Developed the design-build RFP for the shortlisted offerors. Worked extensively with VDOT's NOVA District and Central Office staff including Structure and Bridge, Environmental, Location & Design, ROW, Utilities and VDOT's on-call consultants to solve problems, identify risks, and mitigate those risks through good contract language. The project included major modifications to the Route 27/244 Interchange including replacement of the existing bridge. Demolition of the existing structure, maintenance of traffic, working adjacent to the Pentagon, bridge aesthetics, utility relocations, and public relations made this a complicated project.

A successful project starts with relationships and leadership. It's critical to establish relationships with the client and contractor - ultimately working together to build a quality construction project on time and on budget.

Lee Yowell, PE, CCM, Construction Manager



Lee's experience correlates directly with the responsibilities requirements listed in RFP Exhibit 2

Responsibilities	Nice Bridge	I-264	I-64
Manages the assigned elements of a construction project to assure the contractor's compliance with the plans and contract documents, manage project personnel, inspection, materials quality control and quality assurance testing, project documentation, project budget and schedule, and contract administration responsibilities under the direction of the VPRA Project Manager.	✓	✓	✓
Analyzes and interprets project plans, contract language, and specifications to ensure project constructability.	✓	✓	✓
Identifies design errors for the VPRA and determines impact for both the VPRA and Contractor.	✓	✓	✓
Makes recommendations for partial and final contractor payments.	✓	✓	✓
Monitors project budgets/schedules and recommends adjustments to the Area Construction Engineer.	✓	✓	✓
Supervises and manages project staff Conducts pre-construction conference, utility coordination meetings, construction progress meetings, and other types of conferences and meetings.	✓	✓	✓
Writes project management correspondence, and reviews recommendations made by project staff.	✓	✓	✓
Recommends resolution of field construction problems and design changes.	✓	✓	✓
Prepares/Reviews work orders and perform analysis including: » Independent detailed construction estimates. » Time impact analysis.	✓	✓	
Seeks input from the project controls group regarding the schedule/cost impact	✓	✓	✓
Works with the project design group, materials, environmental, traffic engineering right of way, the public and all other parties necessary to meet contract schedules and requirements.	✓	✓	✓



Firm

Long Bridge Partners
(RK&K)

Years Experience

32

Years with Current Firm

7

Education

- » MS, City & Regional Planning, Cornell University, Ithaca, NY
- » BA, Political Economy of Industrial Societies, University of California, Berkeley, CA

Professional Registrations

- » Certified Planner #322885

Henry Kay, AICP

Stakeholder Manager

PROJECT STAFF

- » *Project and stakeholder management for more than \$2B in transportation projects in the Mid-Atlantic with strong relationships with FTA, FRA, DDOT, VDOT, VRE, NPS and Amtrak*
- » *Experience handling complex political situations, as well as addressing public policy and business practices related to transportation issues, with more than 17 years working for MDOT MTA*
- » *Has delivered hundreds of public presentations, testimony to legislative bodies, and briefings for elected officials*

Relevant Project Experience:

DDOT, Long Bridge Study Phase 2, Washington, DC:

Project Manager/Stakeholder Manager for this study for the replacement of the Long Bridge. Managed pre-NEPA work, including defining environmental and railroad data collection needs; developing preliminary engineering concepts, screening criteria, and a draft Purpose and Need Statement; and publication of a Notice of Intent (NOI) and scoping report. Organized bi-weekly project management team meetings; supervised technical staff; provided QA/QC functions for deliverables; maintained the schedule; prepared monthly progress reports; responded to stakeholder requests; supported DDOT's coordination with FRA; and prepared reports, presentations, and minutes. Ensured timely, high-quality execution of tasks. For this phase, key stakeholders included FRA, VRE, NPS, and CSXT. VRE and CSXT were

primarily concerned with reducing train congestion in the Long Bridge corridor in light of planned future train movements. Worked with them to understand their service plans and the "pain points" of their customers, assuring those issues were addressed in the build alternatives, and communicating how their issues were addressed back to each stakeholder individually. NPS was primarily concerned with impacts to Hancock Park which was then within the study area. Understanding the conditions under which NPS would accept impacts led DDOT and VRE to shift the corridor limits away from the sensitive resource. The Phase 2 study included a multimodal analysis, including train operations from the VRE Crystal City Station in Alexandria, VA through the VRE L'Enfant Plaza Station ending near Third Street SE, which served as the foundation of the project's Purpose and Need.

Henry Kay, AICP - Stakeholder Manager

MDOT MTA, Purple Line Light Rail, Montgomery & Prince George's Counties, MD: Agency Executive Manager with ultimate responsibility for all project activities, including scope, budget, schedule, and stakeholder agreements. Oversaw project permitting, utilities, ROW management and acquisition, agreements, and general stakeholder coordination. Managed personnel, including agency project managers and consultants to achieve environmental approval; preliminary engineering; and strategies for procurement. Led the process to analyze and select DBFOM as the delivery method and drafting of a comprehensive RFP. Balanced engineering constraints, policy goals, and stakeholder needs to recommend optimal solutions to difficult issues. Worked with the technical staff to draft the technical provisions that were part of the RFP, encouraging them to focus on how the assets should perform rather than what they should look like. To accomplish this, it was critical to understand the expectations of the stakeholders which were not always expressed in technical terms. The project involved a 16-mile light rail line as well as a four-mile hiker/biker trail. The project includes 21 stations, four of which connect with existing WMATA Metrorail stations, two maintenance facilities, and a new fleet of light rail vehicles. The Purple Line is only the second transit P3 in the United States and is the largest transportation contract ever awarded by the State of Maryland.

Fairfax County DOT, Route 1 (Richmond Highway) BRT System, Fairfax County, VA: Deputy Program Manager to support the development of a BRT project. Oversees the FTA Capital Investment Grant (CIG) application process, including a strategy for timely completion of third party agreements with VDOT, Ft. Belvoir, and WMATA, and is responsible for staffing for an executive committee comprised of elected officials, funding agencies, and county stakeholders. Because none of the stakeholders issue overlap, works with each stakeholder separately to develop either Memoranda of Understanding

(MOUs) or, in the case of WMATA, a joint use agreement, that captures each party's obligations during construction and the operations & maintenance (O&M) period. Working with a county counterpart, developed a matrix of issues and a schedule for negotiating each issue in turn based on a milestone schedule. The schedule for each stakeholder agreement ensures the commitments are known well before any construction contract is advertised and before the county will request a grant agreement from FTA. Richmond Highway BRT is a nine mile corridor along Richmond Highway (US 1) between the terminus of the Metrorail Yellow Line and Ft. Belvoir, a major defense facility and employment center.

Amtrak, Baltimore and Potomac (B&P) Tunnel NEPA, Baltimore, MD: Mitigation Lead during design and construction for this multi-agency FRA, MDOT, and Amtrak project. This NEPA study evaluated replacement and/or new alignment of the B&P Tunnel, which was constructed in 1873 and located on a critical bottleneck of Amtrak's NEC. In close coordination with the FRA, (NEPA lead agency), MDOT (High Speed Intercity Passenger Rail [HSIPR] grantee), and Amtrak (asset owner), developed an approach to mitigate environmental impacts. The approach included review of precedent mitigation measures and convening a working group of community stakeholders to brainstorm "out of the box" mitigation measures responding directly to neighborhood needs as well as FRA's mantra to "leave the community better than we found it." Responsible for recording and managing key stakeholder decisions to ensure necessary backup material is captured for the defense of potential future change orders and/or claims.

The stakeholder approach needs to be deliberate and proactive, which is key to building a trusted relationship. I've worked with all types of stakeholders, including elected officials, environmental agencies, regulators, neighborhoods and local communities. Each stakeholder has different needs and concerns that our team will need to balance within the overall project goals.

Henry Kay, AICP, Stakeholder Manager



Henry's experience correlates directly with the responsibilities requirements listed in RFP Exhibit 2

Responsibilities	Long Bridge	Purple Line	Route 1
Supports VPRA's project leadership while coordinating with other Project leads		✓	✓
Performs management and general administrative role for oversight of stakeholder management and understanding their interface with the Project's objectives.	✓	✓	✓
Able to act decisively and timely to ensure VPRA's schedule responsibilities are met		✓	✓
Oversee Project Permitting, Utilities, Right-of-Way management and acquisition, Agreements and general stakeholder coordination		✓	✓
Main point of contact for localities and government agencies such as VDOT, Arlington County, NPS, DDOT, and any neighboring property owners for technical issues		✓	
Able to balance engineering constraints, policy goals, and stakeholder needs to recommend optimal solutions to difficult issues	✓	✓	✓
Has authority to commit consultant resources and is ultimately responsible for the timely, high quality execution of tasks and products.	✓	✓	✓
Ensures technical staff conduct their work with the appropriate project delivery mindset rather than defaulting to a "design-bid-build mindset."		✓	✓
Establishes process to review comments for appropriateness, assess dispositions and bring comments to timely resolution.	✓	✓	✓
Establishes and leads a technical issues escalation process that solves all issues early and at the lowest level possible.		✓	
Responsible for recording and managing key stakeholder decisions. Records shall provide all back up material necessary for the defense of potential future change orders and/or claims.		✓	✓
On a regular basis keeps the overall Project Team informed of stakeholder decisions and issues.	✓	✓	✓



Firm

Straughan
Environmental

Years Experience

20

Years with Current Firm

15

Education

- » BS, Environmental Science,
Towson University, Towson, MD
- » BA, Psychology, James
Madison University,
Harrisonburg, VA

Professional Registrations

- » ISA Certified Arborist – 2014 (MA-5542A)
- » MDE/MDOT SHA Erosion & Sediment Control
Certification (ESC) – 2015 (#RPC003796)
- » SWS Professional Wetland Scientist (#2681)
- » Maryland Department of Natural Resources (DNR)
Qualified Forest Conservation Professional

Kate Traut, PWA, ISA-CA, QP

Environmental Manager

PROJECT STAFF

- » *Facilitates environmental engagement with regulators and agencies focused on Clean Water Act (CWA) Section 404/401 permitting, including leading wetland delineations, preparing permitting documents, and mitigation planning/monitoring*
- » *Manages compliance among concurrent and overlapping environmental regulatory requirements in the context of complex DB and DBB transportation projects*
- » *Successfully coordinates resource impacts on behalf of applicants to achieve permit approvals and reduced mitigation requirements*

Relevant Project Experience:

MDTA, Nice/Middleton Bridge Replacement, Charles County, MD:

MDE Expedited Reviewer responsible for acting on behalf of MDE Tidal and Nontidal Wetlands Divisions to review and comment on DB permit modifications and supporting documentation (including phased design plans, resource monitoring/BMP documents, mitigation plans, etc.). Responsibilities include coordination with USACE, National Oceanic and Atmospheric Administration (NOAA), National Marine Fisheries Service (NMFS), US Environmental Protection Agency (EPA), MDE, DB team, GEC, Board of Public Works (BPW), and other stakeholders regarding special permit conditions and adjustments to mitigation requirements during the evolution of design. Specifically focused on re-evaluations of impacts for consideration of in-kind and out-of-kind mitigation options; adaptive adjustments to construction-phase monitoring and demolition methods, allowing greater efficiency and cost-savings for DB team.

Activities include site visits for project and mitigation sites, Joint Evaluation meetings and minutes, etc.

MDOT MTA, Purple Line Light Rail, Montgomery & Prince George's Counties, MD:

Task Manager responsible for coordination and performance for forest stand delineations during the planning phase. The project includes 21 stations, four of which connect with existing WMATA Metrorail stations, two maintenance facilities, and a new fleet of light rail vehicles.

Baltimore Washington Rapid Rail, Superconductor Magnetic Levitation, Baltimore City; Baltimore, Anne Arundel, Prince George's Counties, MD; Washington, DC:

Natural Resources Project Manager along two alternatives retained for detailed study (approximately 11 miles), following extensive windshield assessments of natural resources. Duties include coordination

Kate Traut, PWA, ISA-CA, QP - Environmental Manager

with NEPA team, coordination and scheduling of field staff, and QA/QC of field data. Efforts also include facilitating agency meetings (including USACE, MDE, USFWS, EPA, DNR, DOEE, etc.), obtaining property access, overseeing wetland delineation mapping and report preparation, and supporting NEPA technical documentation and Draft Environmental Impact Statement (DEIS) for water resources (including groundwater and surface water) and terrestrial and aquatic habitats (including endangered and sensitive species and habitats). The project is to develop an elevated magnetically levitated high-speed train between Baltimore, MD and Washington, DC and required aggressive data collection and documentation schedules to meet project milestone submittals. Additional responsibilities include participating in public outreach meetings, overseeing GIS data and outputs, and providing recommendations for avoidance and minimization to wetlands/waterways, forests, and habitats.

DC Water, Soapstone EA, Washington, DC: Environmental Scientist/Task Manager responsible for leading wetland and tree investigations in support of Section 404/401 permitting and NPS Executive Orders; coordinating with NPS, regulatory agencies, and engineers regarding design impacts and avoidance and mitigation; preparing and reviewing NEPA documentation, including EA sections and technical reports; and facilitating agency site visits. Responsible for substantial revisions to the Wetland/Floodplain Statement of Findings, involving NPS/DC Water coordination and preparation of functional uplift assessment. Efforts supported MS4 outfall repairs and stream stabilization associated with exposed sewer assets.

DC Water, Morrow Drive Wetland Delineation and Permitting, Washington, DC: Environmental Specialist responsible for facilitating Section 404/401 permitting in support of an emergency sewer pipe repair. Responsibilities also included agency coordination and facilitation of NPS approval of the repair work within Rock Creek Park.

WMATA, Potomac Yard Water Quality Impact Assessment (WQIA), Alexandria, VA: Project Manager responsible for developing a Major WQIA in support of the proposed Potomac Yard Metrorail Station. This DB project proposes impacts to designated Resource Protection Areas. Responsibilities also included reviewing sediment and erosion control plans, wetland mitigation design plans, and providing regulatory guidance to the design-builder.

City of Baltimore, Replacement of Monroe and Russell Street Bridges over CSXT, Baltimore City, MD: Project Manager/Environmental Scientist responsible for Critical Area coordination and Section 404/401 permitting, including leading wetland/forest investigations and tree surveys; and federal/state/City agency coordination. Responsibilities also include oversight of Categorical Exclusion, Section 106 coordination, Phase I archeology, and public involvement tasks.

MDOT MTA, MARC Maintenance Layover Facility, Harford and Cecil Counties, MD: Task Manager leading wetland/waterway and forest resource delineations, Section 404/401 permitting coordination, and forest regulation compliance to assist MDOT MTA in planning and construction of the proposed facility. Supported the NEPA process, which was used as a decision-making tool and resulted in project relocation. The second location included active farmland, a golf course, and a historic district. Supported the preparation of NEPA documentation and assisted with associated public outreach activities, including Joint Evaluation Meeting, Joint Permit Application (JPA), mitigation site search and public outreach.

As an environmentalist and educator at heart, I see my role as facilitating open communication among the regulators and agencies and the project team. By first understanding the base concerns and then working together to evaluate solutions or address issues during construction, we can create synthesis - ensuring success throughout the project.

Kate Traut, PWA, ISA-CA, QP, Environmental Manager



Kate's experience correlates directly with the responsibilities requirements listed in RFP Exhibit 2

Responsibilities	Nice Bridge	Super-conductor	Soapstone
Administers environmental documents to satisfy the National Environmental Policy Act (NEPA). and related studies/requirements, including:	✓	✓	✓
Permit determinations using standard appropriate documentation.	✓	✓	✓
Wetland delineation and mitigation services.	✓	✓	✓
Threatened and Endangered Species studies.	✓	✓	
Preparation and review of all necessary permit applications and subsequent presentation at Interagency Coordination Meetings	✓		✓
Cultural Resource services including Section 106 coordination		✓	
Performance of hazardous materials investigations.		✓	
Preparation of air, noise, and vibration impact analysis and abatement.		✓	
Develop, review, monitor, and coordinate permits.	✓	✓	✓
Monitor and review Construction Phase mitigation measures. Investigate land and marine environmental incidents during construction.	✓		
Conduct Wildlife habitat and water quality studies.		✓	✓
Able to balance engineering constraints, policy goals, and stakeholder needs to recommend optimal solutions to difficult issues.	✓	✓	✓



Firm

Undeland Management

Years Experience

35

Years with Current Firm

8

Education

» B.A., Politics and Government, Ohio Wesleyan University, Delaware, OH

John Undeland

Public Outreach Manager

PROJECT STAFF

- » *Extremely familiar with the Long Bridge project, having supported public relations needs with transportation agencies that have rebuilt or rehabilitated four Potomac River Bridges in the last 15 years.*
- » *Specializes in providing executive counsel to gain a nuanced understanding of the key priorities of elected officials, media, travelers, impacted residents and businesses, and other stakeholders by fostering transparent, open and positive relationships*
- » *Proactively identifies and solves communication issues and challenges, driving the narrative and looking for opportunities to feature favorable stories*

Relevant Project Experience:

Purple Line Transit Partners/MDOT MTA, Purple Line Light Rail, Montgomery and Prince George's Counties, MD: Concessionaire's Communications Lead, overseeing the design-builder's public outreach program and activities, managing the relationship with the MDOT MTA Purple Line communications manager/MDOT MTA communications leadership/MDOT communications leadership, elected official engagement, stakeholder outreach, media relations, public meeting planning and execution, social media content creation and other tasks. Serves as the concessionaire's media spokesperson and works with the team to provide strategic communications orally and in written form to various audiences. Supports MDOT MTA's Community Advisory Teams (CATs), which provide periodic updates on upcoming construction and garner feedback/input.

Lane Construction/Transurban/VDOT, 495 NEXT, Fairfax County, VA: Design-builder's Outreach Lead managing outreach subcontractor, collaborating with Transurban and VDOT communications staff, performing stakeholder outreach, preparing powerpoint presentations/brochures/fact sheets/news releases/website content, event planning, public meeting planning and execution, social media content creation and other tasks. The 495 NEXT project will extend Virginia's express lanes from the Dulles Toll Road to immediately west of the George Washington Memorial Parkway.

John Undeland - Public Outreach Manager

Skanska-Corman-McLean JV/ MDTA, Nice/Middleton Bridge Project, Charles County, MD: As the design-builder's outreach lead, duties include managing the outreach subcontractor, collaborating with MDTA community and media relations managers, stakeholder outreach, research and prepare presentations/brochures/fact sheets/website content, event planning, public meeting planning and execution, social media content creation and other tasks. The project will replace a 1940 crossing with a facility that doubles lane capacity and provides a host of safety improvements.

VDOT, Transform 66 Inside and Outside the Beltway, Counties/Cities of Arlington, Falls Church, Fairfax, Prince William, Loudoun, VA: As the GEC communications lead, duties included managing other team communications consultants, media relations support, stakeholder outreach, preparing presentations/brochures/fact sheets/news releases/website content, event planning, public meeting planning and execution, social media content creation and other tasks. The Inside the Beltway Transform 66 project converted the all-HOV-during commute-hours highway into an express lanes facility, enabling toll-paying single-occupancy vehicle drivers to use the system for the first time since the highway's inception.

DDOT, Key Bridge Rehabilitation, Washington, DC: As DDOT's communications subconsultant, duties included stakeholder outreach, preparing presentations/brochures/fact sheets/website content, event planning, public meeting planning and execution, social media content creation and other tasks. The project included repairs to the bridge's deck, fixing damaged concrete on the piers, removing graffiti and applying a graffiti-repelling coating, and installing a pedestrian-safety system.

Tappan Zee Constructors/New York State Thruway Authority, Mario Cuomo Bridge Project, Tappan Zee Bridge Replacement, Tarrytown and Nyack, NY: Senior writer/editor for the design-builder writing and editing all externally facing materials, which included op-eds, specialty publication articles, website content, news releases, fact sheets, social media posts and construction alerts.

CSXT/DDOT, Virginia Avenue Tunnel Replacement, Washington, DC: As the design-builder's communications lead, duties included facilitating and planning logistics for public meetings and developing fact sheets, news releases, website content, display boards and other materials. Less than two miles from the Long Bridge project, the Virginia Ave. Tunnel project replaced a single-track, one-level tunnel with a two-track, double-stacked facility, removing a major bottleneck.

Additional Summarized Experience

- » Excellent relationships with reporters who have or likely will cover the project, including the Washington Post's Luz Luzo and Bob McCartney, NBC-4's Adam Tuss and WAMU's Jordan Pascale.
- » Extensive experience effectively communicating orally and in writing in a journalistic style:
- » Experience as media spokesperson for **Woodrow Wilson Bridge** and for **Purple Line Transit Partners**, including drafting speeches for political and DOT leadership
- » A former White House staff writer, John has written and placed opinion pieces in the Washington Post (numerous times), Wall Street Journal, USA Today, Chicago Tribune and other major publications.

As a proud native Arlingtonian, I get excited when I have the chance to work on projects that improve our region's quality of life and few projects can equal the impact of the Long Bridge project. As part of the leadership team, I can provide support in a wide range of needs from executive counsel to journalist writing and presentations, to leveraging existing relationships with media personnel - all focusing on the benefits the Long Bridge project can bring not only to the region, but to the connectivity of the Eastern Seaboard.

John Undeland, Public Outreach Manager



John's experience correlates directly with the responsibilities requirements listed in RFP Exhibit 2

Responsibilities	Purple Line	495 NEXT	Nice Bridge
In coordination with VPRA External Affairs supports the preparation of public meetings.	✓	✓	✓
May support in Strategic Communication - Research, write and edit collateral materials including newsletters, PowerPoint presentations, news releases, fact sheets, brochures, and scripts. Present to various audiences. Ensure real-time traffic information is delivered effectively and efficiently through a variety of means.	✓	✓	✓
May Support in Media Relations - Develop and administer proactive media relations programs, fostering transparent, open and positive relationships. Using journalistic style and knowledge of media operations, research and write news releases, media advisories and other materials, and distribute to media to meet deadlines. Work with VPRA External Affairs and Communications to market news and feature stories to media contacts reflecting favorably on VPRA.	✓	✓	✓
May provide executive Counsel -Executive Counsel - Advise VPRA project managers on identifying and solving communications issues and challenges. Write speeches; prepare presentations and other communications materials for senior district and central office staff. Work closely with VPRA External Affairs and Communications group	✓	✓	✓
May support district communications team in emergency response, Emergency Response - Provide critical information to citizens before, during and after natural disasters, emergencies and traffic congestion-causing incidents adhering to VPRA public affairs emergency protocols.	✓	✓	✓
Viewed as a technical expert resolving problems of greater scope and complexity.	✓	✓	✓
May plan or develop project activities which have significant impacts on programs or projects.	✓	✓	✓
May plan, organize, and supervise a group of professionals and technicians	✓	✓	✓



Additional Resumes

Additional Resumes

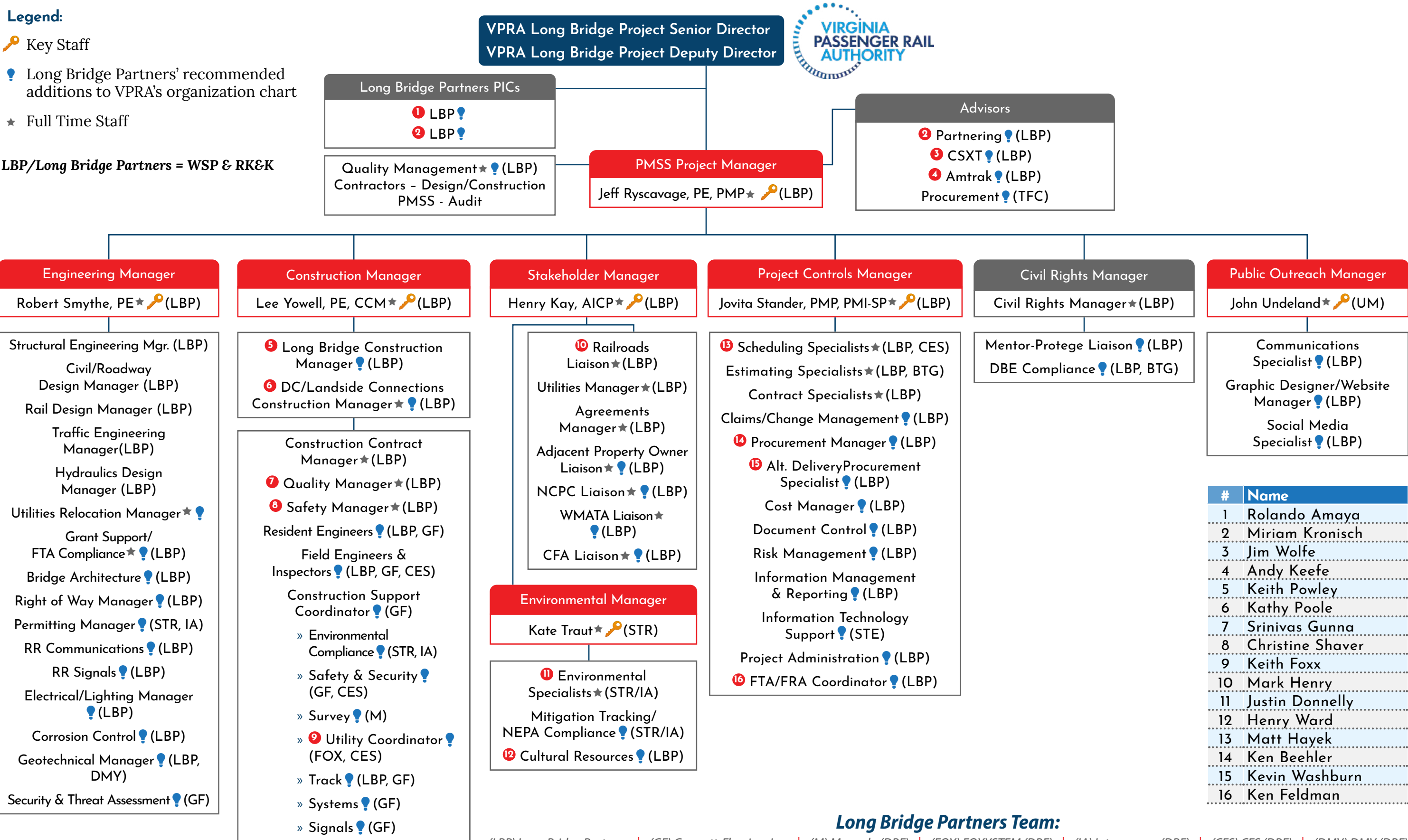
Per VPRA's RFP requirements, we have included names for the seven key staff VPRA indicated in the RFP on our organization chart. To communicate the depth of our resources, in compliance with Addendum 4, Long Bridge Partners has included additional personnel recommendations on our organization chart (denoted with a light bulb) that we feel are necessary to deliver the Long Bridge successfully. These are not just roles on an organization chart - Jeff and his team have hand selected specific individuals for every one of the classifications on our organization chart - individuals that are available and committed to support VPRA in delivering the project. There are a select number of these individuals that bring strong leadership and specific skillsets in critical areas of the Long Bridge. Resumes of these individuals are provided within this section. As requested, responsibilities and qualifications for these individuals are included in the [appendix 1](#), per the RFP and Addendum 4 requirements. Additionally, copies of professional certifications for Key Staff and Proposed Staff are included in [appendix 2](#).

#	Name	Role
1	Rolando Amaya, PE	Principal-in-Charge
2	Miriam Kronisch, PE, CCM	Principal-in-Charge
3	Jim Wolfe	CSXT Advisor
4	Andy Keefe	Amtrak Advisor
5	Keith Powley, CCM	Long Bridge CM
6	Kathy Poole, PE, CCM	DC/Landside Connections CM
7	Srinivas Gunna, PE	Quality Manager
8	Christine Shaver	Safety Manager
9	Keith Foxx, PE, CCM, PMP	Utility Manager
10	Mark Henry, PE	Railroads Liaison
11	Justin Donnelly	Environmental Specialist (Interagency)
12	Henry Ward	Cultural Resources Specialist
13	Matt Hayek, PE, PSP, CCM	Scheduling Manager
14	Ken Beehler	Procurement Manager
15	Kevin Washburn, PE	Alternative Delivery Procurment Specialist
16	Ken Feldman	FTA/FRA Coordinator

Legend:

- Key Staff
- Long Bridge Partners' recommended additions to VPRA's organization chart
- Full Time Staff

LBP/Long Bridge Partners = WSP & RK&K



Long Bridge Partners Team:

(LBP) Long Bridge Partners | (GF) Gannett-Fleming, Inc. | (M) Mercado (DBE) | (FOX) FOXSTEM (DBE) | (IA) Interagency (DBE) | (CES) CES (DBE) | (DMY) DMY (DBE)
 (BTG) BTG Works (DBE) | (STE) Stellar (DBE) | (UM) Undeland Management | (TFC) Thomas E. Frawley Consulting, LLC | (STR) Straughan Environmental (DBE)

Rolando Amaya, PE

Principal-in-Charge



Rolando manages operations, provides resources and drives growth initiatives for all WSP markets in Virginia, DC, Maryland, and West Virginia. He combines an advanced education in finance and organizational management with a background in civil engineering to advise clients on the commercial aspects of project and program delivery, from planning and feasibility through implementation and operations, with emphasis on organizational assessment, performance improvement, alternative project delivery, funding and financing mechanisms, lifecycle financial planning and risk assessment and management. Rolando brings insights from his experience from supporting several transportation providers including Amtrak, WMATA, MDOT MTA, VDOT, MBTA, California High-Speed Rail, and LA Metro.

Years of Professional Experience/Education/Professional Registrations/Affiliations

19 Years (11 with WSP)/MBA, Finance and Management, New York University Stern School of Business, 2008, BSE, Civil and Environmental Engineering, Princeton University, 2003/ PE: NJ (#47028)/American Society of Civil Engineers (ASCE), ACEC

Key Projects

- » MDOT MTA Purple Line
- » WMATA Capital Program Management
- » California High-Speed Rail Program Management
- » Amtrak Asset Monetization Initiative

Miriam Kronisch, PE, CCM

Principal-in-Charge, Partnering Advisor



Mimi is responsible for operations and oversight of many of RK&K's transportation and construction/project management contracts. She provides strategic direction, resource allocation support, and quality assurance for RK&K's operations in the Mid-Atlantic and Southeast, including Virginia and DC. She began her career working for a heavy civil contractor, managing roadway and bridge construction projects in Maryland and Virginia. In 2002, she joined RK&K and performed roadway and signal design for VDOT and localities in Virginia. In addition, she also managed the construction phases of major transportation projects including the WWB Virginia Interchange contracts, the Fairfax County Parkway/Fair Lakes Interchange and I-395 Express Lanes. She has experience as a project engineer, project manager and director managing major DB, DBB, and P3 programs and projects from conception and early planning stages through design and construction throughout Washington, DC, Maryland, and Virginia.

Years of Professional Experience/Education/Professional Registrations/Affiliations

26 Years (20 with RK&K)/BS, Civil Engineering, George Washington University, 1997/PE: VA (#0402038207), DC (PE908078), AZ, FL, GA, MD, MS, NC, SC, TN, TX; Construction Management Association of America (CMAA) CCA #A1275/ American Council of Engineering Companies (ACEC), CMAA

Key Projects

- » MDOT/VDOT Woodrow Wilson Bridge Replacement
- » MDTA Nice/Middleton Bridge Replacement
- » MDOT MTA Purple Line
- » DDOT South Capitol/Frederick Douglass Memorial Bridge Program Management/Construction Management

Jim Wolfe

CSXT Liaison



Jim Wolfe is licensed attorney with deep experience in rail and transportation issues. Jim has been in the railroad industry for 35 years, beginning with Union Pacific Railroad (UPRR). Jim assists with railroad coordination to ensure compliance with funding, and to expedite projects through the design and construction process. His relationships throughout the national railroads are at the highest level, including executives, engineering, and government affairs. This helps ensure a direct line of communication should VPRA need assistance with expediting decisions or gaining additional railroad resources for the project. Jim has provided critical assistance to Class 1 railroads and public agencies in negotiating agreements in a variety of roles. He has served in operations and management roles at UPRR and Amtrak. Jim also represented the National Carriers Conference in mediation negotiations before the Presidential Emergency Board No. 219, consulting on railroad operating practices. His experience forming a construction and operations committee with Class 1 railroads will continue to build upon VPRA's and CSXT's relationship for a successful project.

Years of Professional Experience/Education/Professional Registrations/Affiliations

35 Years (1 with WSP) /JD, DePaul University College of Law, 1991, BA, Loyola University of Chicago, 1985

Key Projects

- » CSXT Master Services Contract
- » IDOT Chicago Region Environmental and Transportation Efficiency Program (CREATE)
- » Illinois Tollway Elgin O'Hare Western Access Project

Andy Keefe

Amtrak Liaison



Andy brings his extensive knowledge of Amtrak's operations in maintenance and construction practices to effectively manage projects of this magnitude. Andy recently retired from Amtrak after 44 years of railroad service, 37 with Amtrak. His dedication and commitment to effectively executing projects safely, on-time and within budget are unwavering. He possesses a significant engineering aptitude, a personal commitment to safety and a strong dedication to his long-time employer and our customers. His responsibilities have included securing funding for infrastructure improvements throughout Amtrak's NEC. He has been responsible for coordinating and scheduling multiple disciplines required to complete complex projects. His knowledge and understanding of project management has enabled him to successfully oversee multiple multimillion dollar projects involving advanced technology high speed State of Good Repair (SOGR) initiatives.

Years of Professional Experience/Education/Professional Registrations/Affiliations

44 Years (<1 with WSP)/Amtrak Leadership Workshop Tier I, 1995; Union Switch & Signal, Signal Programming/Micro-processor, 1992; Analog/Digital Electronics, Delaware Technical College, 1982/NORAC, Roadway Workers Protection, AMT II AREMA Member

Previous Positions

- » Amtrak, Assistant Vice President of Engineering Maintenance
- » Amtrak, Deputy Chief Engineer, Maintenance
- » Amtrak, Division Engineer
- » Amtrak, Superintendent, Engineering Production

Keith Powley, CCM

Long Bridge CM



Keith has been working with Project Manager Jeff Ryscavage for the last two years on the LIRR Railroad Concourse Renovation PM/CM project. He has over 30 years of experience in PM/CM on railroad and transit projects. Keith has delivered LRT/commuter rail and freight system capacity expansions, maintenance facilities, yard improvements, systems, stations, communication, and safety improvements. His prior employment includes serving as the Santa Clara Valley Transit Authority (SCVTA) Way Power & Signal Superintendent, where he authored the SCVTA's Track Maintenance and Safety Standards Manual. Keith continues to serve in industry leadership roles such as the AREMA Board of Directors - Director of Passenger and Transit Group; CMAA Standards of Practice committee; and formerly as National Chairman for AREMA Committee 12 - Rail Transit Engineering. Keith's approach to rail and transportation projects is strategic and proactive and he specializes in developing consensus among stakeholders with diverse objectives and concerns. He has delivered over 50 infrastructure improvement & green field projects worth over \$12B aggregate and is experienced in phasing multiple concurrent contractors.

Years of Professional Experience/Education/Professional Registrations/Affiliations

39 Years (4 with WSP)/BS, Engineering, Warren National University, 2009/CCM (#2511)

Key Projects

- » Amtrak Connect 2035 NEC Implementation Planning Program
- » LYNX Blue Line Northeast Corridor LRT Expansion

Kathy Poole, PE, CCM

DC/Landside Connections CM



Kathy has been living and working in the District for the last 15 years and understands DDOT's and the local stakeholder and community concerns with work in a dense urban environment. She has managed and supervised diverse teams on multiple complex construction projects and worked on alternative delivery projects. She is experienced in railroad, signaling, and roadway construction, MOT, utilities dry and wet, signage and pavement markings, bridge construction, structural steel erections, deep foundation systems (piles, caisson & pressure injected footing), shoring and support of excavation, as well as tie back and underpinning. She has performed many duties as owner's representative to include assuring the construction contractor complied with inspection requirements, schedules, and control methods.

Years of Professional Experience/Education/Professional Registrations/Affiliations

16 Years (11 with RK&K)/MS, Civil Engineering, Villanova University, 2008, BS, Transportation Engineering, University of Maryland, College Park, 2005/PE: VA (#0402053979), DC (#907850), Stormwater Management VA DEQ, CCM, (#4926)

Key Projects

- » DDOT East Capitol Street Bridge
- » DDOT Rehabilitation/Repair of Six Bridges over Watts Branch, N.E.
- » Loudoun County Route 772 Transit Connector DB Oversight, Pier 2
- » City of Alexandria US Route 1 Design-Build BRT Lanes

Srinivas Gunna, PE

Quality Manager



Srinivas has been the Quality Manager/Construction Manager and/or Resident Engineer on four megaprojects within the past 18 years: the Nice/Middleton Bridge replacement, the multibillion-dollar Gerald Desmond Bridge replacement, the multibillion-dollar Woodrow Wilson Bridge replacement, and the multibillion-dollar Intercounty Connector project. He has experience managing all levels of engineers and inspectors in design review and construction contract administration; quality control/quality assurance field inspection of bridge and roadway rehabilitation and reconstruction projects; quality assurance/internal quality assurance oversight of bridge and roadway DB projects; submittals management; preparation of engineering plans and specifications for fixed and movable highway and railway bridge projects; and review of shop drawings.

Years of Professional Experience/Education/Professional Registrations/Affiliations

32 Years (10 with WSP)/ MS, Civil Engineering, Oklahoma State University, 1990, BS, Civil Engineering, Osmania University - India 1987/PE: CA (#82223); MS (#15564), MD (#52614)

Key Projects

- » MDTA Nice/Middleton Bridge Replacement
- » MDOT SHA Intercounty Connector
- » MDOT/VDOT Woodrow Wilson Bridge
- » Port of Long Beach Gerald Desmond Bridge Replacement

Christine Shaver

Safety Manager



Christine Shaver is a transit safety professional, specializing in rail and bus, with 20 years in the transportation industry, of which 14 years was in the public sector. She played an integral role in the formulation of the rail rule book and accompanying policies and procedures, integrated testing, operational testing, and new hire training prior to the inaugural opening day of the Charlotte Area Transit System (CATS). Christine has hands-on experience as a trainer including delivery of Roadway Worker Protection (RWP) courses, field instruction, and assessments to over 400 employees and contractors. She has responded to and investigated hundreds of incidents and accidents to include conducting interviews, writing reports, and reporting to regulatory agencies (FTA and State Safety Oversight [SSO]) as required.

Years of Professional Experience/Education/Professional Registrations/Affiliations

20 Years (4 with WSP)/MBA, Small Business, University of Phoenix, 2011, BS, Business Management, University of Phoenix, 2009/Transit Safety and Security Program (TSSP) Certificate (Rail and Bus), World Safety Organization - Certified Safety and Security Director (WSO-CSSD) Transit Bus and Rail (#024770), 49 CFR Part 672 Public Transportation Safety Certification Training Program Certificate (PTSCTP-Rail)

Key Projects and Previous Positions

- » WMATA Bladensburg Bus Garages and Heavy Repair & Overhaul Facility
- » MDOT MTA On-Call System Safety Services Contract
- » WMATA Acting Deputy Chief Rail and Facilities Safety

Keith Foxx, PE, CCM, PMP

Utility Manager



Keith has extensive experience managing complex utilities for DDOT for the past two decades. He has participated in the authoring of DDOT's Design and Engineering Manual and DDOT's Standard Specifications for Highways and Structures and has established effective working relationships with the major utility companies and DC's regulatory agencies. He knows how to work with the utilities to keep things progressing. He has been a designer or project manager on over three dozen DDOT projects over his career including eight DDOT bridges. He is a former DC resident and a civil engineering graduate of Howard University in Washington, DC. Keith is Chair of the Board for the American Council of Engineering Companies of Metropolitan Washington (ACECMW). Keith has taken courses for FHWA's NHI bridge training and have reviewed many DDOT Bridge Inspection reports.

Years of Professional Experience/Education/Professional Registrations/Affiliations

26 Years (2 with FOXXSTEM)/BS, Civil Engineering, Howard University, 1996/PE: DC (#905436), VA (#042589), MD (#50672), CCM (#3181), PMP (#1577924)

Key Projects

- » DDOT DC PLUG program
- » DDOT Rehabilitation of 14th Street Ramp Bridges
- » DDOT Rehabilitation of East Capitol Street Bridge
- » DDOT Replacement of three pedestrian bridges over Kenilworth Avenue

Mark Henry, PE

Railroads Liaison



Mark's experience includes working with CSXT and Amtrak on various projects that included planning, survey, design, and construction, with scopes ranging from site development to bridge replacements and grade separations. His expertise includes project development from concept through construction, including environmental documentation, public involvement, preliminary design, final plans, specifications, material and cost estimates, and post-design services. His technical design and review experience includes transit (stations, rapid transit, maintenance facilities), railroad (freight, passenger, commuter, light rail), roadways, utility relocation, stormwater management, erosion and sediment control, MOT, ROW, and constructability.

Years of Professional Experience/Education/Professional Registrations/Affiliations

31 Years (13 with RK&K) /MS, Civil Engineering, Virginia Polytechnic Institute and State University, 1992, BS, Civil Engineering, Virginia Polytechnic Institute and State University, 1990/PE: VA (#0402026666), MD (#39362), Contractor Safety (RWP), CSXT

Key Projects

- » DDOT Long Bridge over the Potomac River, Phase II Study
- » CSXT Bayview South Clearance Study
- » Amtrak Penn Station Baltimore

Justin Donnelly

Environmental Specialist



Justin has extensive knowledge on obtaining NPS permits, USACE permits, VA DEQ approvals, and easements with VDOT and Dominion Power. Has experienced managing staff responsible for obtaining DCRA, DDOT, DOEE, DC Water, HPO permits and approvals. Justin is experienced in drafting MOUs to establish alternate permitting processes that provide third-party engineering reviews and expedited permit issuance, as he did on the CSXT Virginia Avenue Tunnel. He has advised CSXT and contractors on regulatory approvals, permits, costs, and associated time restrictions.

Years of Professional Experience/Education/Professional Registrations/Affiliations

21 Years (10 with InterAgency, Inc.)/MArch, University of Maryland College Park, 2008, BA, Urban Studies, Stanford University, 2002

Key Projects

- » CSXT Virginia Avenue Tunnel
- » WMATA Replacement, Expansion, and Capacity Projects
- » DC Water DC Clean Rivers Program (DCCR)

Henry Ward

Cultural Resources Specialist



Henry has extensive archaeological and architectural preservation experience, including work on both historic/prehistoric sites throughout the Mid-Atlantic region. He has gained specialized experience in public/educational, underwater, industrial, urban, military, and landscape archaeology. He also has been responsible for the planning, coordination, and supervision of all phases of testing, excavation, artifact analysis, research, and report preparation. In addition to archaeological projects, Henry has also been responsible for coordinating a variety of architectural preservation projects associated with historic buildings and engineering structures, including bridges.

His recent work has focused on the coordination of archaeological and architectural historic preservation efforts relating to federal/state environmental/historic preservation compliance review (Section 106/110, NEPA and DOT 4(f) of major infrastructure redevelopment and construction projects.

Years of Professional Experience/Education/Professional Registrations/Affiliations

43 years (33 with WSP)/ MSA, Anthropology, University of Delaware, 1985, BA, Anthropology/Sociology, Ohio Wesleyan/Ohio State University, 1981/ United States Secretaries of The Interior (36 CFR 61, Appendix A): Professional Qualification Standards for: Historic Archaeologist and Prehistoric Archaeologist; Registered Professional Archaeologist, Registry of Professional Archaeologists, 2004-2022; U.S. Green Building Council, LEED 2.0/ Maryland Archaeological Society – Archaeological Society of the Upper Chesapeake

Key Projects

- » MDTA Nice/Middleton Bridge Replacement
- » MDOT MTA Purple Line
- » DDOT Virginia Avenue Tunnel Reconstruction

Matt Hayek, PE, PSP, CCM

Scheduling Manager



Matt has over 16 years of program/project and construction CPM scheduling experience for major transportation and infrastructure projects, representing owners. His expertise also includes claims analysis, cost estimating, risk management, and document controls services in support of the safe and efficient construction of millions of dollars in transportation improvement projects. His experience has spanned the entire project lifecycle and has included specialty services such as the development of custom software and dashboard solutions to communicate progress and projected completions of projects. He manages a project controls and scheduling staff and is a registered professional engineer, certified construction manager and a certified planning and scheduling professional. His diverse experience and CPM scheduling, claims analysis, and document management expertise has served as an asset when developing PMPs and standard operating procedures for large projects.

Years of Professional Experience/Education/Professional Registrations/Affiliations

16 Years (12 with RKK)/MS, Finance, Loyola College of Maryland, 2008, BS, Mechanical Engineering, Loyola College of Maryland, 2006/PE: VA (#0402049634), MD (#40741), CCM (#15488), Certified Planning & Scheduling Professional AACE International (#775-11)

Key Projects

- » DDOT Long Bridge over the Potomac River, Phase II Study
- » MDOT MTA Purple Line
- » MDTA Nice/Middleton Bridge Replacement
- » VDOT Staff Augmentation Services for Design-Build and P3 Services (PPMS)

Ken Beehler

Procurement Manager



Ken is currently assisting VPRA with the evaluation of alternative delivery methods for the Long Bridge project. Ken has advised VPRA on the benefits and potential drawbacks of alternative delivery methods, helped VPRA consider different contract package options to deliver the project, and drafted a RFI to industry to gain feedback from contractors on the various alternative delivery methods under consideration. Ken has worked on 18 alternative delivery projects including assisting transportation agencies with the evaluation of alternative delivery models, developing and administering alternative delivery contracts, preparing procurement documents, researching and drafting alternative delivery programmatic guidance, and alternative delivery risk management. Ken has experience preparing agreements for a wide range of infrastructure projects across several states using alternative delivery models, including CM/GC, PDB, DB, and P3.

Years of Professional Experience/Education/Professional Registrations/Affiliations

14 Years (6 with WSP)/JD, New York University School of Law, 2010, BA, Economics, New York University, 2007/State Bars of California and New York

Key Projects

- » VPRA Long Bridge Replacement Project
- » Amtrak Frederick Douglass Tunnel Program
- » MDTA Nice/Middleton Bridge Replacement

Kevin Washburn, PE

Alternative Delivery Procurement Manager



Kevin has wide-ranging experience in the management of transportation, rail, building facility, communications, and infrastructure projects. His background spans environmental, construction management and inspection, design, and maintenance of public and government agency relations, as well as detailed experience in the day-to-day management of construction projects. Kevin also provided contract procurement evaluation and recommendations for the New Haven Railyard Pedestrian Bridge; construction planning, constructability reviews, staging and 4D model development oversight for the \$28M 32 stage East End Yard track electrification, circulation and separation project.

Years of Professional Experience/Education/Professional Registrations/Affiliations

37 Years (21 with WSP)/BS, Forest Engineering, State University of New York at Syracuse, 1984/PE: NY (#070104), Certified Nuclear Density Gauge Operator

Key Projects

- » CTDOT Walk Bridge Replacement
- » CTDOT New Haven Hartford Springfield Rail Improvement
- » CTDOT New Haven Rail Yard Expansion Program

Ken Feldman

FTA/FRA Grants Coordinator



Ken assists clients, including VPRA, in meeting requirements for FTA Core Capacity grants through the CIG program. He understands the FTA requirements for each phase and can support VPRA with ensuring FTA reports are prepared in accordance with FTA requirements to secure Long Bridge funding reimbursement. Ken has managed portfolios of public transportation operating, planning, design, and construction grants and loans. He has expertise in team development, grant management, project management, environmental compliance, risk management, financial management, budget development, and strategic planning. While working for the FTA, he managed the \$3.3B loan program of the Transportation Infrastructure Finance and Innovation Act of 1998, including the first master credit agreement in the nation.

Years of Professional Experience/Education/Professional Registrations/Affiliations

33 Years (1 with WSP)/MS, Construction Management, University of Washington, 2000, BS, Civil Engineering, University of Wisconsin, 1988

Key Projects and Previous Positions

- » Chicago-St. Louis High-Speed Rail Program Management
- » VRPA Long Bridge Replacement Project
- » FTA, Deputy Regional Administrator, Seattle Washington

“

I'm excited to work on such a complex and challenging project, so close to home. I will work with VPRA to make sure the big picture is accounted for - from managing stakeholder interests to analyzing the full lifecycle of the project. I will work with my team to focus on schedule and risk management, and commit to delivering locally based resources to VPRA as project needs arise.

Jeff Ryscavage, PE, PMP

PMSS Project Manager





Tab 5: Qualifications of Project Manager

Project Manager Jeff Ryscavage has led some of the most complicated transportation infrastructure projects in extraordinarily difficult environments in the world – just like Long Bridge.

As a resident of Alexandria, VA, Jeff understands the need for a new rail bridge to improve the quality of life for his local neighbors and commuters. He has lived off the George Washington Parkway for the last 15 years and regularly used to bike to the Pentagon – so he knows first hand the improvements this project will bring to the community.

Jeff provides a big picture perspective, while being able to pull in technical resources and drill into technical details. Jeff and his team will work side by side with VPRA during pre-construction

to focus on finalizing construction packaging and reviewing and selecting delivery methods, assist with releasing procurement documents quickly – all while maintaining the strong stakeholder relationships VPRA has developed.

He is an excellent manager, proactive and collaborative with (the contractor) and other stakeholders. He is very responsive and attentive to the project's needs.

Performance Evaluation on Jeff Ryscavage on MTA C&D LIRR East End and Pennsylvania Station Renovation

Jeff's background includes extensive transportation, facilities, and federal programs experience supporting pre-construction, construction and post-construction. These experiences include:

- » Leading large multi-disciplinary teams, such as a 200-employee directorate responsible for a \$7B nationwide civil works program
- » Extensive rail integration on alternative delivery projects that include heavy rail connectivity, including the LIRR East End Concourse and Penn Station Renovation, and a \$3.75B Port Authority Trans-Hudson (PATH) station that operates 24/7 with four train services
- » Some of the highest-profile political and public facing rail projects, in congested, heavily scrutinized locations with tight construction laydown areas

We understand that leading a project as complicated and demanding as Long Bridge is a 24/7 responsibility. Jeff is available to VPRRA at all times and is an expert at managing the connections between various elements of projects and multiple sources of input.

Jeff's contributions to completing the work will be to:

- » **Manage complex political situations with positive outcomes.** Jeff has extensive experience coordinating and collaborating with Members of Congress and their staffs, across federal and state agencies as well as with city and local governments, community groups and private industry to facilitate the execution of programs and projects.
- » **Protect VPRRA's interests by acting decisively.** Hurricane Sandy occurred during his work on the World Trade Center, and his client had purchased additional hurricane protection insurance six months prior. Jeff ensured the team investigated the damage, brought in a corrosive expert for additional reports and ultimately used two insurance policies to provide his client \$400M in damages.

- » **Resolve project challenges as they arise.** Jeff has successfully managed uncertainty regarding workforce and supplier availability during the COVID-19 pandemic. The Moynihan Train Hall project had specific glass panels that were going to be imported from Italy to meet the project specifications. During Italy's countrywide shutdowns in 2020, Jeff worked diligently with the client and general contractor to ensure the glass panels arrived on time and were installed before the grand opening.

Decisively aligns resources to support project needs

While Jeff was Commander of the Wilmington Engineering District, the American Recovery and Reinvestment Act (ARRA) of 2009 was released, providing new funding sources. One requirement to obtain these funds was that projects needed to be 'shovel ready.' Jeff and his team spent the next two to three months in an aggressive effort to work with city, state and local partners to:

1. Develop an initial list of needs that met the requirements
2. Work with stakeholders to prioritize the list
3. Identify any critical USACE permits, especially supporting the clean water requirement, and work on mitigation plans to qualify for funding

Results:

- » USACE Wilmington District received \$80M
- » State of North Carolina received over \$700M for transportation infrastructure



Firm

Long Bridge Partners
(WSP)

Years Experience

37

Years with Current Firm

3

Education

- » MS, Environmental Engineering, Georgia Institute of Technology, Atlanta, GA
- » MS, Strategic Studies, National Defense University, Washington, DC
- » BS, Chemistry, United States Military Academy, West Point, NY

Professional Registrations

- » Professional Engineer: VA (0402032534)
- » Project Management Professional: 2277863

Jeff Ryscavage, PE, PMP

PMSS Project Manager

KEY PERSONNEL

- » **37 years of experience delivering complex transportation infrastructure projects with a combined construction value greater than \$12B**
- » **Acts decisively and in a timely manner to mobilize large, multi-firm, multi-disciplinary project teams, integrating personnel to form a seamless, unified, and cohesive team managing multiple projects/tasks**
- » **Consensus builder skilled in maneuvering through complex issues while balancing technical constraints with stakeholder needs by maintaining open lines of communication and trust with key stakeholders, including Amtrak, FTA and CSXT**

Relevant Project Experience:

MTA C&D, LIRR East End Concourse and Pennsylvania Station Renovation, New York, NY: Project Director for the project management consultant team, consisting of over 50 multidisciplinary professionals, and more than 20 subconsultants. Responsible for the integration of all engineering, management and coordination efforts to deliver a \$750M DB project, consisting of two major phases. Directly supports MTA C&D's leadership by creating a team that sees the big picture, thinks long-term in all aspects of the project, and proactively coordinates with stakeholders to mitigate risk. This included creating a working group to identify areas of the project critical to closeout: systems integration, testing, and commissioning, as well as elements that will impact future operations and maintenance. Balances technical constraints, policy goals and stakeholder needs amongst the development

team, DB team, Amtrak and numerous state and city agencies through consistent communication and skillful leadership. Instituted a regular coordination meeting with Amtrak within one week of NTP that has grown in frequency and built rapport and trust with all levels of the railroad's organization.

PANYNJ, WTC PATH Station and Transportation Hall, New York, NY: Program Manager responsible for synchronizing the staff effort of over 40 multidisciplinary professionals and technical consultant staff. Directly supported executive and program staff to deliver a \$3.75B PATH station with five tracks, including heavy rail, three platforms, a transportation hall, and over 500,000 sq. ft. of retail and restaurant space. Successfully managed the construction within the same footprint, while maintaining normal rail operations, in a secure and safe environment. Supervised the technical support staff to advance

design and construction, program controls, program/project level scheduling, schedule integration, resource allocation analysis, program/project status, and progress monitoring. Responsible for meeting FTA policies and procedures through documentation and reporting, as well as managing cost estimating, budgeting, invoice tracking and the change management process for the program.

PANYNJ, World Trade Center (WTC) Redevelopment Program

New York, NY: Program Manager directly supporting the Chief of Major Capital Projects and the Director of WTC Construction. Coordinated daily to align agency policies, including addressing conflicts, and ensuring political sensitivities were communicated and addressed with PANYNJ staff, NYC staff and other federal, state and local officials. Facilitated the coordination of design, planning and construction activities in concert with other consultants and contractors, on all aspects of construction to execute a \$1.25B construction program coordinating more than 80 contractors and their subcontractors. At peak, led a staff of 60 multidisciplinary professional and technical staff. Oversaw technical staff to advance design and construction and implemented rigorous project controls, including program and project-level scheduling, scheduling integration, resource allocation analysis and status and progress monitoring. Provided project cost analysis, cost estimating, financial monitoring, budgeting, invoice reviews, and cost control. Responsible for overseeing contract document review and the final procurement schedule. Managed document control and associated tracking systems for all QA, management support services, program wide communications and graphic visualization support, program wide risk assessment support, and claims management support and assistance. The program consisted of the reconstruction of all facilities on the WTC site as well as a flood resiliency program for the site and the PATH station located at the WTC. The project also included: a rail bridge, additional retail facilities across the WTC site, a state-

of-the-art vehicle security center and underground vehicular road network, completion of the ground level campus, and construction of at-grade and below-grade flood mitigation and resiliency initiative projects. Successfully balanced the continuous operations of facilities and retail operations for optimal solutions.

USACE, Military Ocean Terminal Sunny Point, Wilmington, NC: As Commander of USACE Wilmington District, successfully completed a \$115M expansion program to upgrade the rail yard facilities and rail wharf – serviced by CSXT – at the Military Ocean Terminal at Sunny Point. Oversaw repair and improvement of heavy rail and roadway bridges with large switching and transfer yards at the only East Coast facility to export ammunition and deployed US military forces.

Jeff retired from the U.S. Army as an officer after 30 years of service and served in various leadership positions: as Deputy Commander, USACE Philadelphia District, Commander, 249th Engineer Battalion Commander, USACE Wilmington District and executive director of Civil Works and Emergency Operations at Headquarters. He has managed multimillion dollar budgets and numerous concurrent projects across large geographies. During this team he worked with NPS and established multiple agreements that established the working relationship during design and construction.

My job as project manager is to support VPRA - in every capacity and in a timely and decisive manner. This can range from assembling a technical team to resolve a construction issue to providing specialized tours for political and critical stakeholders.

Jeff Ryscavage, PE, PMP



Jeff's experience correlates directly with the responsibilities requirements listed in RFP Exhibit 2

Responsibilities	Penn Station	WTC PATH	WTC Redevelopment
Directly supports VPRA's project leadership to enable successful on-time and on-schedule delivery of the Project/Tasks	✓	✓	✓
Responsible for management and oversight of the Project/ Tasks, including coordinating with stakeholders and meeting all federal requirements.	✓	✓	✓
Represents the team on technical discussions and has the technical to discuss and resolve technical issues.	✓	✓	✓
Sees the Project's "big picture" beyond engineering and construction requirements and understands their interface with the Project's objectives.	✓	✓	✓
Able to act decisively and timely to ensure VPRA's schedule responsibilities are met.	✓	✓	✓
Able to balance technical constraints, policy goals, and stakeholder needs to recommend optimal solutions to difficult issues.	✓	✓	✓

“

Through my experience on mega-programs and as a former client, I understand how to achieve alignment between stakeholders and build relationships. This program will transform the regional rail network and has opportunities for many win-win situations with all stakeholders.

”

Henry Kay, AICP
Stakeholder Manager





Tab 6: Methodology and Approach

Long Bridge Partners will serve as a proactive, trusted advocate for VPRA.

Our local core project team will co-locate with VPRA to facilitate immediate access, real-time problem solving, and streamlined decision-making. Sophisticated project controls systems will allow our team to mitigate risk and manage project budgets with the long-term in mind.

Our JV member firms have worked together on similar critical infrastructure projects for more than 25 years, providing program and construction management support services to deliver projects throughout the Washington, DC region including bridges over the Potomac River.

Project Understanding

Long Bridge is a transformational, once in a generation project that provides not only the critical linkage between the NEC and southeastern U.S. but also a gateway into the nation's capital.

The increased passenger service carried across Long Bridge will increase the quality of life of residents and visitors to the greater Washington region for decades to come.

Running 1.8 miles from the Rosslyn interlocking near Long Bridge Park in Arlington, VA, to the L'Enfant interlocking near 10th Street, SW, the \$2B Long Bridge project provides new vital links for freight, intercity, commuter rail, pedestrian, and bicycle traffic across the Potomac River in the form of two new bridges. The existing Long Bridge contains two tracks that connect to three-track systems on either end of the bridge, creating a bottleneck. This constraint, together with existing agreements for track rights, has long limited the expansion of freight, intercity passenger rail, and commuter rail expansion.

This ambitious, visionary project includes two new bridges across the river – a new two-track rail bridge and the first ever

pedestrian/bicycle-only structure across the Potomac – as well as four other new rail bridges, replacement of a pedestrian bridge, numerous retaining walls and the addition of another mainline track.

The new pedestrian bridge, from Long Bridge Park in Arlington, VA to East Potomac Park in Washington, DC, fills a long-term need to connect the National Mall and its historic monuments with the Mount Vernon Trail along the Potomac River in Virginia. By providing a safe and accessible river crossing for cyclists and pedestrians, the Long Bridge will support not only the transportation but also the environmental goals of the District and Arlington County.

When complete in 2030, the Long Bridge project will result in the needed four mainline tracks, opening the door to the future that Transforming Rail in Virginia envisions.

Project Management Support Services

We understand the role VPRA envisions for the PMSS team: a partner that is committed to working side by side with you as one team with one goal – to quickly engage contractors early in the procurement process as we proactively prepare for a challenging construction environment, to collaborate and partner with CSXT and other critical stakeholders, and to identify and use proven methods to mitigate risks.

To implement this critical improvement project, VPRA has been conducting preliminary engineering, developing funding plans, vetting delivery methods, studying constructability issues like duration of construction work windows given critical railroad operational needs, identifying utility relocation needs and construction envelope constraints (such as allowable crane heights given proximity to Reagan National Airport) and dynamic operating envelopes around other infrastructure such as the Yellow Line Metrorail bridge and tunnel portal.

VPRA, and DDOT before it, engaged stakeholders and the public for more than a decade. The sheer number of stakeholders and authorities with jurisdiction dramatically increase the complexity of this important project.

To stand up a project of this magnitude, VPRA needs a proven Program Management Services organization that brings the local resources and knowledge to collaborate with all involved and proactively provide PMSS. In conjunction with VPRA, Long Bridge Partners will implement the processes and procedures during the pre-construction phase that will be required to successfully manage the construction of multiple construction packages over a nine-year duration. Long Bridge Partners has a proven record of providing multi-disciplinary resources across project phases, and rapidly scaling up or down as needs change in the Washington, DC region.

Long Bridge Partners' history of collaboration with VPRA and DRPT on the Atlantic Gateway program and Long Bridge means that our team comes prepared with an existing knowledge of the project, established relationships with public and private stakeholders along the corridor, and a first-hand understanding of the project's technical and operational program challenges.

Our history of collaboration with VPRA will allow our key staff to maintain the project's positive momentum and deliver design reviews, procurement assistance, and FTA support while standing up project management and program controls systems.

Our team has proactively worked together to review project documents made available to proposers by VPRA, they've visited the site, and developed a high level overview of potential project challenges and mitigation measures, as illustrated in **Figure 10** below.

Long Bridge Project: Potential Challenges Map

Figure 10: Long Bridge Partners' High Level Summary of Project Challenges and Proposed Mitigations

	Challenge	Potential Mitigation
SEGMENT 1 (Rosslyn Interlocking to the Potomac River)	DCA proximity will impact crane heights and potentially other construction activities during construction	Early coordination with DCA, Federal Aviation Administration (FAA) and local law enforcement to discuss any potential issues working along the flight path and from the river.
	Coordination with VRE L'Enfant Plaza and Crystal City station improvements	Overall coordination with VRE as a key stakeholder to identify potential issues with consideration of their operational and maintenance schedules.
	Contaminated soils	Early identification of areas of concern to work potential mitigation and/or remediation measures as well as pursuing any special permits. Include in the early works package(s) as applicable.
SEGMENT 2 (western shore of Potomac River to East Potomac Park)	Constrained laydown areas	Coordination with NPS for areas on the west and eastern shore of the Potomac River. Anticipate requirements and constraints and ensure they are included in the procurement packages. Detailed coordination efforts between contractors to ensure details are carefully managed. Inform NPS and other adjacent potentially impacted properties of planned and on-going activities (for example, the EIS indicates ballfields and parking lots will be used for staging and restored upon project completion).
	Construction package interface	Intensely manage and coordinate planned and on-going construction activities. Anticipate where friction points will be in order to best deconflict and accommodate construction needs and to reduce schedule and commercial impacts. Early development of collaborative forums to solve logistical and scheduling issues. Direct deconfliction as necessary.
SEGMENT 3 (East & West Potomac Parks)	Extensive foundation and soil issues in East Potomac Park	Early identification of surface and subsurface issues. Develop potential design solutions which are developed, vetted and included as part of the procurement packages as appropriate. Anticipate any required permitting and coordination with any of the heavy civil work in and around East Potomac Park.
	Seasonal flooding may impact construction access and material storage	Plan for any weather or seasonal impacts and direct all potential mitigation measures to ensure minimal impact to the construction schedule.
	Unmapped utilities and relocation along the bridge corridor and Maine Ave pedestrian bridge	Early identification of all impacted utilities. Develop actionable plans as early as possible and consider early works packages to relocate all impacted utilities.
SEGMENT 4 (Maine Ave to L'Enfant Interlocking)	Potential impacts (noise, construction activities) to the Salamander Hotel, Washington Marina, Washington Harbor and other adjacent commercial and residential buildings	Develop a stakeholder and outreach engagement plan to inform all relevant parties of the planned work and catalogue their concerns and as best possible address their concerns. Eliminate or minimize impacts to these stakeholders and provide a regular forum for them to be informed and participate as our work progresses.
	Coordination with seasonal activities and impacts (Cherry Blossom Festival, Fourth of July, Marine Corps Marathon, Army Ten-miler, other DC and federal government events)	Coordinate with key stakeholders to best consolidate all of the planned activities which will impact the project. Develop plans to eliminate any negative impacts on these activities by the project and minimize any resultant impact to construction activities and schedule.



	Challenge	Potential Mitigation
CORRIDOR WIDE	Protect railroad operations (CSXT, Amtrak, VRE) and any operations adjacent to WMATA ROW	Provide a consolidated and synchronized approach with the Railroad Coordination group to insure all railroad issues such as ROW clearances, operational scheduling, coordination of on-going maintenance activities and scheduling of Long Bridge construction activities are addressed and acted upon in a consistent and timely manner
	EIS includes extensive mitigation commitments that are qualitative in nature, e.g., aesthetics, restoration of landscaping	Coordinate with NPS, NCPC, Commission on Fine Arts (CFA), and state historic preservations offices to further develop mitigation plans, e.g., materials for pier cladding and construction fencing, prior to advertisement of construction contracts to achieve stakeholder satisfaction and reduce change orders

Footnote: Figures 10, 11, and 12 include assumptions regarding packages and potential delivery methods based on the contractor RFI.

Overall Approach to Services

A. Timeline and Ability to Complete Each Phase of the Project

With over 2,400 people located in the Mid-Atlantic, Long Bridge Partners has more than sufficient technical and management resources to deliver each phase of work, as well as any additional project needs VPRA desires during this nine year contract. **Figure 11** demonstrates our anticipated staffing fluctuations during each phase of work.

After detailed study of the project, Long Bridge Partners proposes a technical and management approach that focuses on proactive program management, a commitment to collaboration and leveraging proven experience to deliver results for VPRA.

Long Bridge Partners have developed a high level project timeline based on the schedule milestones provided in the RFP. As illustrated in **Figure 12**, we have laid out critical activities and milestones for the pre-construction, construction, and post-construction phases.

Figure 11: Resource Scaling Throughout the Life of the Project

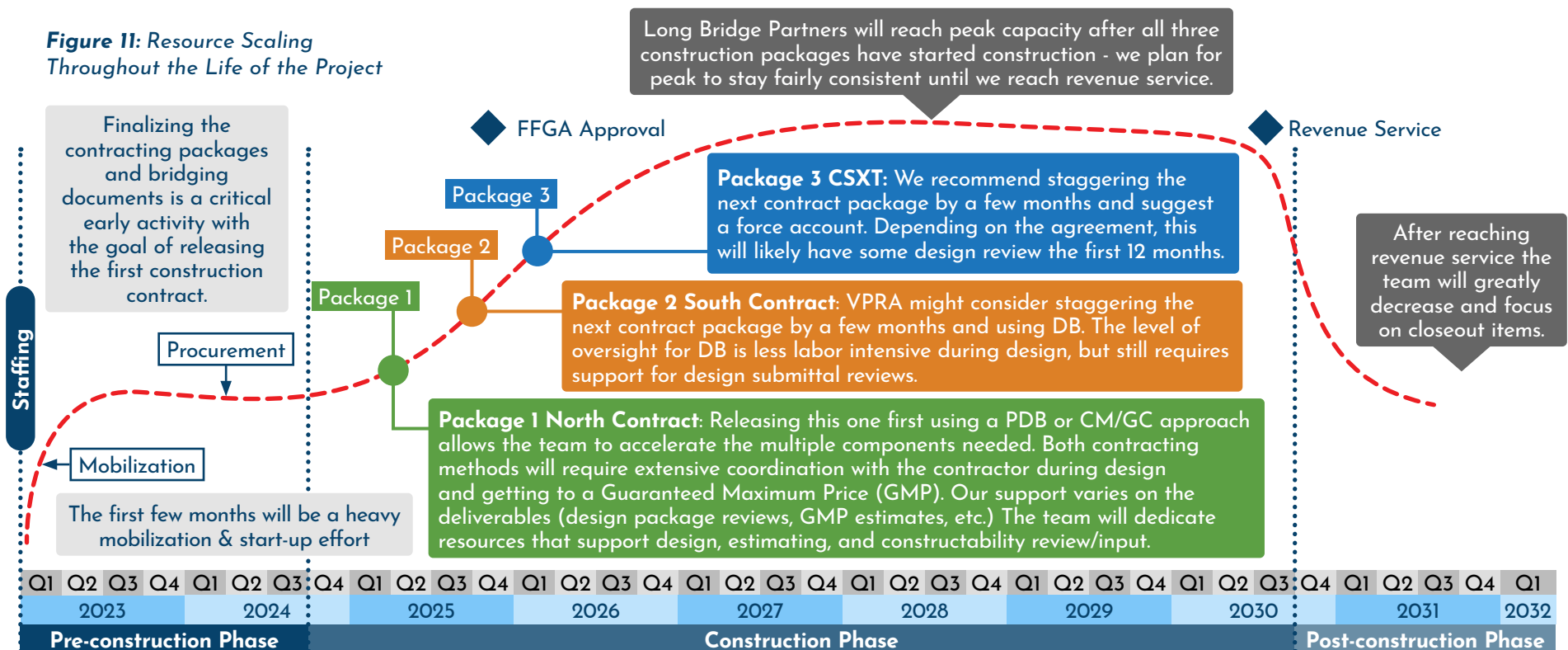
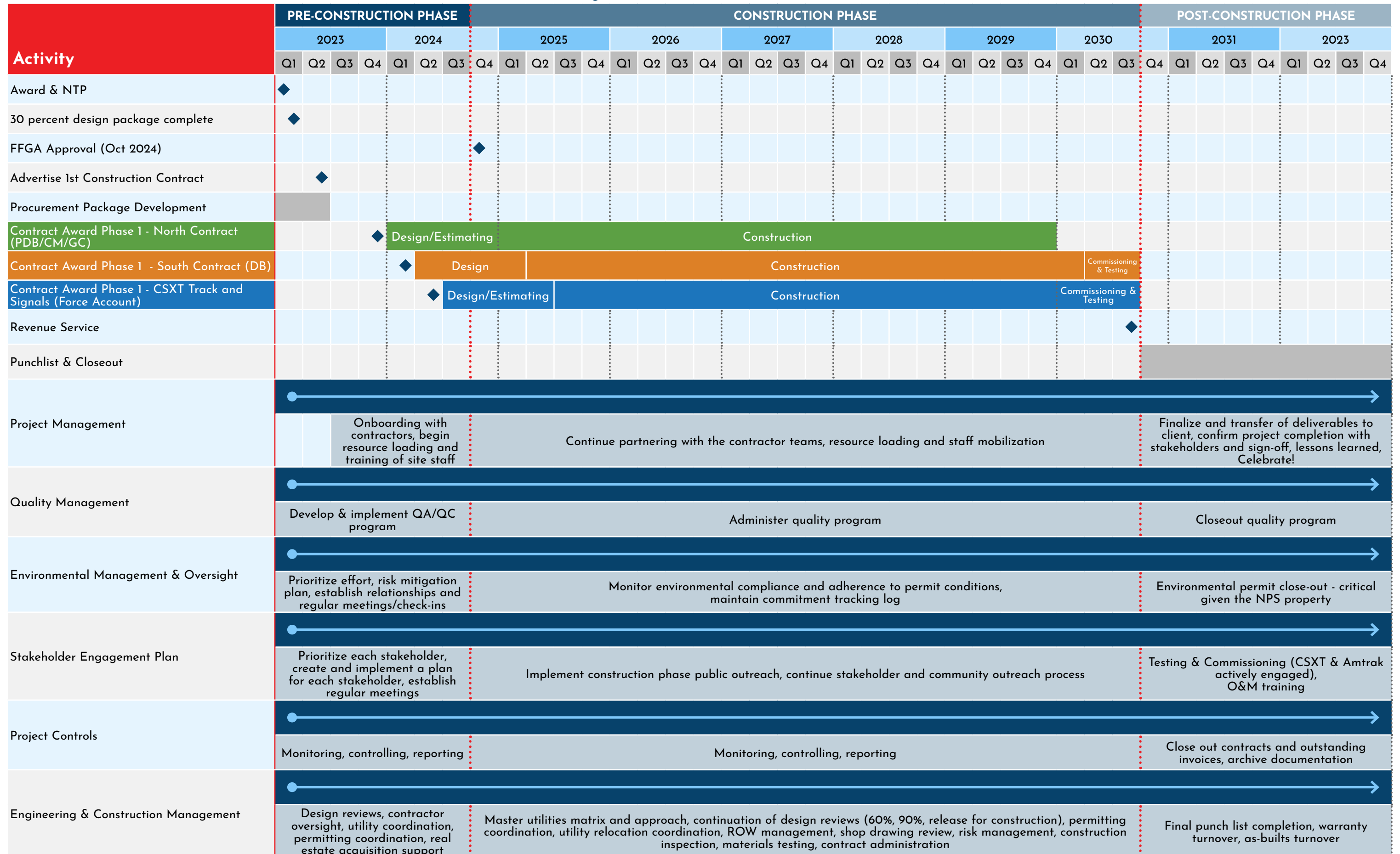


Figure 12: Critical activities and milestones



B. Partnering to Manage Risk for Long Bridge

Long Bridge Partners believes that a structured and collaborative partnering process is a vital, proven, and measurable method to manage risk and help ensure on-time delivery of large infrastructure projects. This section describes our recommended approach to partnering and then presents our teams initial thoughts on project risks and mitigation measures, as well as our risk management approach.

Partnering

The more complicated the project, and the more stakeholders involved, the more we have found partnering is needed at multiple levels throughout the project delivery process. Partnering establishes a collaborative process to clearly define and communicate project goals and objectives, creates awareness of and a forum for discussing stakeholder interests and resolving conflicts, and maintains team motivation to work together throughout the project with a common vision.

Long Bridge Partners recommends a formal and structured collaborative partnering process to set the common goals of building a quality project on time, within budget and with an optimum safety record. By putting a formal process in place, VPRA can create alignment among stakeholders to:

- » Rally around a common goal, putting the needs of the project first
- » Develop trust, enabling the team to focus energy on what decision is best for the project
- » Be solutions oriented, and plan ahead to identify and resolve potential roadblocks to project success.

We also recommend that soon after NTP, an inclusive, total team kick-off meeting be held to accelerate team integration between VPRA staff, the new PMSS team, the preliminary engineering

team, and key stakeholders. In later project phases, the contractor teams will be integrated into the formal partnering process established during pre-construction.

We recommend that VPRA, together with the PMSS team, and other partners named above develop a project charter that creates a shared vision. We have found that engaging an experienced facilitator is critical to establishing the charter. We have designated Mimi Kronisch to fill the role of our Partnering Advisor, given her successful partnering leadership on the Woodrow Wilson Bridge.

Long Bridge Partners Charter

Project Manager Jeff Ryscavage has already taken a proactive approach to partnering. As our team began to work together to understand the Long Bridge Project and develop our approach to delivery, Jeff worked with the team to create our own internal project team charter.



A key aspect of the partnering process is agreement on the following tenets:

- » All problems are job problems
- » Issues will be resolved at the lowest practical level
- » Write down the agreed upon problem, your best ideas for solution, along with where you are stuck
- » Either party can decide it is time to elevate
- » Elevate as soon as possible when all relevant information is known, and a decision cannot be reached
- » When elevating, identify when cost or schedule will be impacted
- » Inaction is not an alternative
- » Once made, a decision is owned and known by all

Key early partnering actions include:

- » Establishing a partnering charter
- » Holding a kick-off partnering workshop with VPRA, our PMSS team, and the other major consultants engaged in the project (contractors, when selected, will be brought into the partnering process as well)
- » Developing dispute resolution processes
- » Quarterly core, executive, and stakeholder workshops

Risk Management

Long Bridge Partners' approach to risk management is collaborative, proactive, and recognizes VPRA has already begun risk management for the project. Like VPRA, we follow a holistic approach to risk management that includes all phases of the project including pre-construction, construction, and post construction – in addition to the “normal” project scope, cost, and schedule aspects of a project.

This approach helps our project teams focus and prioritize their time and effort. Our team will perform detailed assessment of the project risks by phase, determine the best way to mitigate or lessen the risks,



For the LIRR Concourse Expansion, Jeff knew from day one that partnering with Amtrak would be critical to delivering the project on time, without impacting railroad operations. Within one week of NTP, Jeff established a weekly coordination meeting to develop a rapport with Amtrak personnel and their relevant departments. The weekly coordination meetings evolved throughout the project. Initial twice-a-week Amtrak discussions to review current/upcoming work and necessary support requirements needed from Amtrak forces turned into twice-a-week field walks to coordinate with both Amtrak leadership and day-to-day Amtrak workforce. This progression of our interaction with Amtrak has been extremely productive, has shortened coordination times and has built mutual trust between the project management team and the Amtrak project team.

and identify the best party to manage the risks. It is anticipated the team will determine that some risks are best owned at the project level and not passed on contractually to construction teams. These risks are better resolved by VPRA or will drive unreasonable contingency pricing in the construction bids. However, other risks more specific to individual construction packages, means, or methods should be passed on to contractor teams.

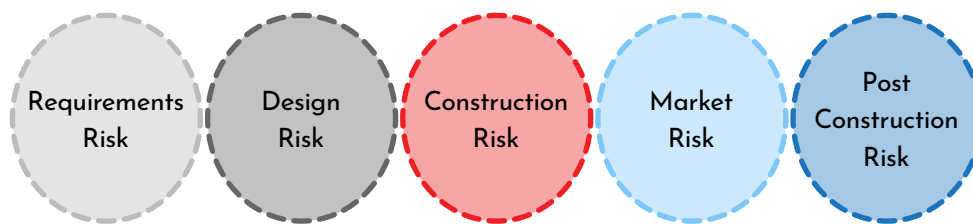
Risk Planning

Our project Risk Register will be updated, at a minimum, on a monthly basis to identify new risks, plan preventative actions when new risks emerge and measure the effectiveness of previously agreed upon risk mitigation measures. During our reviews with VPRA, we will determine how best to proceed:

- » **Risk Avoidance** – Eliminating all risks is not possible; however, scope can be changed or eliminated to avoid high-risk activities. In addition, resources can be increased, schedules changed, or the “how and where” of certain activities occur can be changed.
- » **Risk Transfer** – Transferring risk to a party better equipped to deal with the risk can be very effective but does not eliminate the risk and can involve payment of risk premium in the form of the overall cost of a project.
- » **Risk Mitigation** – Measures can be developed and implemented to reduce the probability of risk happening to a satisfactory threshold. Taking early action is an effective way and avoids trying to repair consequences. Mitigation strategies range from simplifying processes, to conducting more engineering or tests to provide potential contractors more information to developing early procurement packages for long lead supply chain items, and early utility relocations.
- » **Risk Acceptance** – In some cases, it may not be possible to fully mitigate a risk; in this case, contingency plans can be developed in case the risk occurs.

Risk Categories and Impact Types

When a risk is identified, it is assigned a category as follows:



Next risks are assigned impact types and a score of low, medium, high, very high, and significant. Impact types include:

- | | |
|-----------------------|----------------------------------|
| » Safety and Security | » Financial |
| » Environmental | » Public Relations or Reputation |
| » Schedule | » Legal |

Project risks are scored and mitigation measures and actions assigned to focus efforts on resolving the most severe risks.

Long Bridge Partners' Initial Risk Assessment and Mitigation Approach

Jeff and the team have visited the site, reviewed all publicly available documents, and prepared a summary of initial risks associated with the Long Bridge project, along with proposed mitigation measures by phase of work. This summary is included in **Figure 13** on the next page.

Upon NTP, in collaboration with VPRA, we will review the current Risk and Contingency Management Plan as well as the project risk register and follow the VPRA-prescribed format to tie into the Transforming Rail in Virginia program. We understand that VRPA has developed a risk management process for the Transforming Rail in Virginia program as a whole, in accordance with FTA's *Oversight Procedure 40C Risk and Contingency Review* – Full and FRA's MP-40a – Risk and Contingency Review.

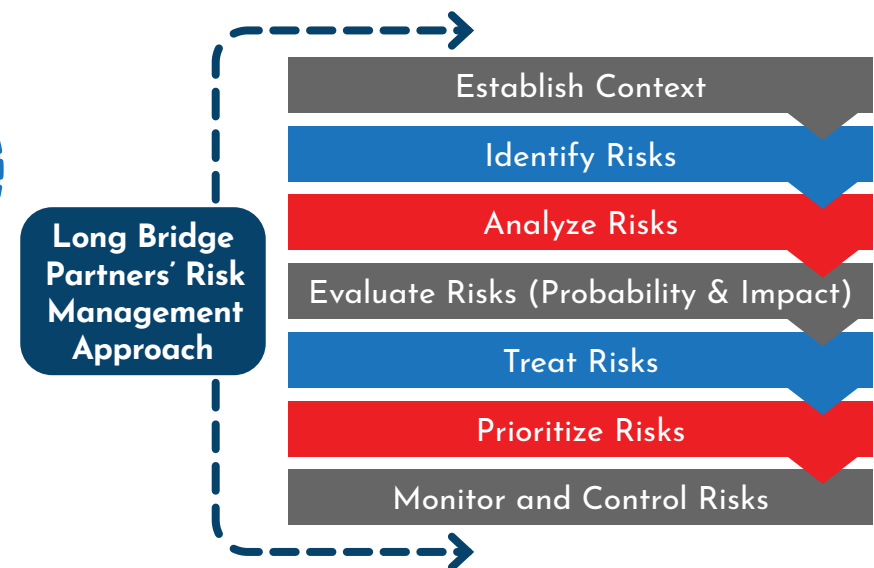


Figure 13: Summary of Initial Risk Assessment and Mitigation Measures

PRE-CONSTRUCTION PHASE SERVICES	
Risk Associated with Service	Proposed Mitigation Measures
Escalation of construction costs outside of established contingency	<ul style="list-style-type: none"> » Develop program-wide pricing model; engage and work with contractors early to procure high-value and long lead approvals and materials » Determine acceptable frequency of updates (e.g. annual vs. milestones)
Schedule to achieve 2030 operations	<ul style="list-style-type: none"> » Develop master program schedule with detailed list of key activities and milestones and track them all to ensure proper development and issuance of required plans and products » Maintain/update schedule on at least a monthly basis
Understanding of FTA risk priorities	<ul style="list-style-type: none"> » Proactive communication with FTA Region 3 and Project Management Oversight Consultant » Address risks in management plans
CSXT approval on construction work windows, design reviews and approvals of waivers	<ul style="list-style-type: none"> » Partner to create a Long Bridge CSXT Operations Committee » Coordinate at the operational level to insure our efforts inform our intentions and are synchronized with CSXT broader strategic goals and meet daily operational constraints and needs
Amtrak reviews/approvals within needed timeframes	<ul style="list-style-type: none"> » Partnering session to develop and tailor our engagement plan to accommodate Amtrak's desired level of involvement, review of technical plans/specs and operational requirements » MOU to define review schedules and milestone approvals needed
DDOT and VDOT administrative support and approvals	<ul style="list-style-type: none"> » Develop early engagement plan to inform agencies on critical project plans and activities; understand and develop internal procedures to complement their processes/approval timelines » Consider MOU to define review schedules and milestone approvals needed
Completion of Interchange Modification Report/ Interchange Justification Report (IMR/IJR) and FHWA approval	<ul style="list-style-type: none"> » Include document development, review, and approval in master program schedule
Completion of NCPC/CFA consultation	<ul style="list-style-type: none"> » Include review and approvals in master program schedule
Willingness of stakeholders to define and commit to requirements, resolving conflicting stakeholder requirements and input	<ul style="list-style-type: none"> » Partnering approach to identify key issues, coordination interface points (design reviews, operational agreements, safety oversight, right of entry permission, traffic management plans, etc.) » Develop stakeholder coordination plan to have sustained engagement with stakeholders for the life cycle of the project, with focused engagement to confirm conflicts » Hold conflict resolution meetings with specific stakeholders.
Acceptance by AHJs, conflicting statutory requirements and powers	<ul style="list-style-type: none"> » Focused engagement to confirm issues of concern and interface points » Ensure AHJs are informed of construction activities and schedules » Establish order of precedence in third-party agreements
Timely execution of third-party agreements	<ul style="list-style-type: none"> » Understand issues and interface points (right of entry, traffic management, etc.) » Establish schedule with firm milestones » Obtain buy-in from third parties » Engage experienced agreement drafting staff » Develop early engagement/ partnering plan to demonstrate our ability to keep them informed of critical project plans and activities
Large number of mitigation measures from Record Of Decision (ROD), regulatory agencies, and permits	<ul style="list-style-type: none"> » Project wide permit tracking system and implementation » Actively track, monitor and report on compliance with permit stipulations and requirements
Need for document control (critical decisions, meetings, procurements, etc.)	<ul style="list-style-type: none"> » Adopt document control system for project including defined processes and procedure and training to ensure compliance as early as possible upon NTP » Develop, establish, inform and train all relevant parties on the document management system and key elements of workflow for all project related correspondence
Need for project controls / contract administration	<ul style="list-style-type: none"> » Develop all relevant processes. » Plan for transition from design/procurement support to construction support
Establish change control process	<ul style="list-style-type: none"> » Develop contract modification/change management processes, timelines, and authorities. » Publish well in advance and ensure they are in-sync with VPRA policies and processes
Availability of ROW	<ul style="list-style-type: none"> » Establish ROW requirements (including utilities) as early as possible » Establish statutory authority for acquisition and eminent domain strategy » Seek waiver of FTA approval of appraisal amounts
Execution of contractor schedule	<ul style="list-style-type: none"> » Perform constructability review of contractor schedule

CONSTRUCTION PHASE SERVICES	
Risk Associated with Service	Proposed Mitigation Measures
Access to CSXT ROW/availability of CSXT flaggers	<ul style="list-style-type: none"> » Implementation of CSXT Operations Committee » Early partnering-weekly coordination meetings and on-site walks to discuss and coordinate current and upcoming activities with on-going CSXT operations and access constraints
Availability of ROW as scheduled	<ul style="list-style-type: none"> » Initiate specific utility relocations during pre-construction phase to reduce this potential construction delay risk for the construction teams
Utility relocations occurring within needed time frames	<ul style="list-style-type: none"> » Early partnering; establish working groups to review plans then conduct site-walks to review and coordinate current and upcoming activities » Include in master program schedule
Laydown area locations and sufficiency given multiple construction packages	<ul style="list-style-type: none"> » Perform analysis of potential lay-down areas that can be made available to the construction teams » Define specific locations for construction contracts with overlapping schedules
Obtaining construction permits on time	<ul style="list-style-type: none"> » Develop project plan to coordinate and synchronize activities to deconflict » Where possible, complement construction activities across the project scope
Coordination of interfaces between construction packages	<ul style="list-style-type: none"> » Dedicated management and coordination of planned and ongoing construction activities » Stipulate in procurement documents a monthly coordination meeting for all contractors (designers and contractors) to attend » Anticipate where friction points will be in order to best deconflict and accommodate construction needs and to reduce schedule and commercial impacts » Early development of collaborative forums to solve logistical and scheduling issues. » Direct deconfliction as necessary
Documentation of critical communications	<ul style="list-style-type: none"> » Develop all relevant processes » Plan for transition from design/procurement support to construction support
DCA proximity	<ul style="list-style-type: none"> » Submit formal Notices for permanent facilities to FAA during pre-construction phase » Include in permit tracker » Include technical requirements for contractors to submit formal Notices to FAA for temporary facilities (e.g., cranes)
Coordinating adjacent construction projects	<ul style="list-style-type: none"> » Coordinate construction activities of both bridges on behalf of VPRA to deconflict planned efforts and where possible synchronize/complement work efforts
Safety in a crowded urban area with complex security requirements	<ul style="list-style-type: none"> » Dedicated full time, on-site Safety Manager » Collaborate early with all interested railroads and local law enforcement (airside/landside) and first responders
Construction of walls or CSXT bridges	<ul style="list-style-type: none"> » Where possible, include the relocation, reconstruction or reinforcement of retaining walls and structures in the early works packages » Ensure all possible precursor work required for the additional bridges is identified and coordinated (utility relocations, abutment work, approach alignments etc)
Environmental mitigation and permit requirements	<ul style="list-style-type: none"> » Involve CSXT early and potentially include in the force account work that CSXT will execute on the project's behalf and project CM team monitors
Integration of new signals and communications to CSXT operations control center	<ul style="list-style-type: none"> » Initiate specific utility relocations during Pre-Construction Phase » Reduce this potential construction delay risk for the construction teams
Safety procedures are robust and addresses the work to be executed	<ul style="list-style-type: none"> » Ensure contractor has adequate health & safety procedures, processes, and training in place
POST-CONSTRUCTION PHASE SERVICES	
Risk Associated with Service	Proposed Mitigation Measures
Close out of multiple construction contracts	<ul style="list-style-type: none"> » Perform periodic internal records audits during construction phase to assure complete records for timely closeout and inclusion of this need in PMP and QMP » Develop conformed sets of design packages/ plans with all addenda, as-builts etc.
Punchlist costs and warranty enforcement	<ul style="list-style-type: none"> » Implement tight project controls during construction phase to assure budget remaining incentivizes contractor to complete
Cooperating agency acceptance	<ul style="list-style-type: none"> » Routine pro-active engagement during previous phases to assure cooperating agencies are fully informed and accept changes as they come
Turnover of temporary easements or land permits	<ul style="list-style-type: none"> » During previous phases, assure restoration requirements are fully scoped and included in budget remaining after substantial completion
FTA Compliance details and reporting	<ul style="list-style-type: none"> » Develop process to ensure milestones are met and all reporting requirements are satisfied

MISCELLANEOUS SERVICES AND SUPPORT

Risk Associated with Service	Proposed Mitigation Measures
Real estate support	» Provide real estate support for the acquisition or management of any required real estate for the project



Long Bridge Partners has successfully deployed partnering on several key projects which has resulted in completion of projects on or ahead of schedule and on budget for the Walk Bridge and the Woodrow Wilson Bridge.



C. Quality Control Procedures

WSP and several team members are ISO 9001 certified and have invested heavily in the QA/QC processes so our clients receive the high level of quality services they deserve. Our team, led by Quality Manager Srinivas Gunna, will perform all services in accordance with the WSP Quality System.

As a component of our overall PMP, Jeff and Srinivas will develop a project specific Internal Quality Control Plan (QCP) for the Long Bridge Project. This plan will establish our internal Long Bridge Partners' QC organizational structure, functional responsibilities, levels of authority, and internal and external interfaces for all quality-related activities. Additionally, upon notice of award, Long Bridge Partners will establish additional specific procedures for the management, inspection, testing, certification, record keeping and auditing for the project, all in partnership with VPRA and their agreements with the design and construction teams that will be selected in the future.

Our approach to managing quality of the contractor teams is described in detail in our project approach, under **Construction Phase Services**.

Deployment of Quality Procedures

Long Bridge Partners will adopt WSP's Quality Management Systems, which are based on internationally recognized standards ISO 9001 and ISO 45001, and is structured around the Plan, Do, Check and Act, and Review framework. This outlines the 16 standards that enable the business to achieve the commitments made in our policies statement. Each standard is supported within the management systems and where required, by procedures, forms and tools which can be made to be project specific, so long as the intent of each standard is achieved.



Srinivas Gunna, PE, is uniquely qualified to provide quality control of both our design and construction staff because he has not only designed complex transportation projects, but has also been on charge of building them. Moreover, his design and construction experience has been focused on bridges, including large staff overseeing design-build projects. Based on this experience, Srinivas knows what it takes to make sure his staff provides high quality services for clients.



Measurement and Monitoring

As he has done on the Nice/Middleton Bridge, Srinivas will ensure performance is measured and monitored on a regular basis, with reports summarizing qualitative, quantitative, lead and lag indicators in addition to progress against goals and objectives and preventative and corrective actions.

Internal audits and monitoring activities will also take place to provide assurance that elements of the management systems are effectively implemented and compliant with legal and other requirements.

Detailed Approach to Services to be Provided by Project Phase

During pre-construction, Long Bridge Partners will focus on helping VPRA stand up the critical project management tools, project controls, and project processes that will be used for the duration of the Long Bridge project to reduce risk and keep the project on schedule and budget.

The project work will be packaged into multiple construction contracts and the delivery methods are expected to vary; as a result, the design and construction durations for the packages may overlap. Our approach to the services to be provided is described in detail below by the project phases:

- » Pre-construction Phase (3.1.1)
- » Construction Phase (3.2.1)
- » Post-construction Phase (3.3.1)
- » Miscellaneous Services and Support (3.4.1)

Approach to Pre-Construction Services

Critical early items include implementing a partnering approach, robust risk management and tracking, conducting design reviews, providing procurement assistance, and instituting a Quality Management Plan (QMP). Establishing the processes and procedures early reduces risks throughout the project and helps ensure success each step of the way.

The duration of this phase of the work is tied to the timing of an FTA FFCA in the third quarter of 2024 and the on-going process with FTA to complete project development, enter into engineering, and receive a project rating.

All project management, project controls, stakeholder management, engineering support, environmental management and public outreach systems put into place during in pre-construction will continue throughout duration of project and are meant to be used as needed, as the work transitions from project development into engineering and through construction to the post-construction and close-out phases. It is anticipated the need for certain resources will scale up or down during the duration of the project, depending on needs. Long Bridge Partners' deep bench of resources and proposed organization is aimed to match the project's evolving needs.

Pre-construction Table of Contents

Project Management and Project Controls (3.1.1 a, c, f, g, i, j)

Engineering (3.1.1 b, d, e, l, p)

Traffic Management/Traffic Engineering and Studies (3.1.1 m, n)

Environmental Services (3.1.1 k)

Stakeholder and Cooperating Agencies (3.1.1 h)

Public Outreach (3.1.1. o)

Project Management and Project Controls (3.1.1 a, c, f, g, i, j)

To support the delivery of a project of this complexity, Long Bridge Partners will deploy a data-driven management approach that offers a comprehensive perspective, a collaborative mindset, and proactive leadership. This approach is embodied by each member of our proposed delivery team and will be at the core of how we engage partners, stakeholders, contractors and in the processes and tools we deploy. Through the integration of innovative and traditional project controls, we will access and present real-time delivery and performance data to inform decisions and anticipate and address project challenges and risks.

We will measure performance based on metrics that affect delivery. We will use a mix of leading and lagging metrics to track performance and, to the best of our ability, anticipate issues ahead of time, allowing the Long Bridge leadership team to engage and influence desired outcomes. While standard Key Performance Indicators (KPIs) like schedule, cost, and risk will be used to assess performance, given the many factors that could impact the delivery of Long Bridge Project and its associated subprojects, we anticipate assessing performance of items such as environmental commitments, regulatory permits and approvals, property acquisitions, construction interfaces, long lead items, third party agreements, safety, and project contingency. This allows stakeholders, funding partners, and

vested parties to have a transparent view of how the project is progressing, while giving VPRA and the PMSS clarity on where heightened focus is required.

Project Management (3.1.1 a)

We believe the application and early adoption of standard processes across a project brings consistency and confidence to project delivery. Therefore, upon NTP and in coordination with VPRA, Long Bridge Partners will develop a PMP containing the applicable subplans that define project success, establish a roadmap to achieve it, and measure performance of its delivery.

While the PMP will be specific to include assigned responsibilities for monitoring, controlling reporting, and ensuring delivery in accordance with the established scope, schedule and budget. The PMP and sub-plans will address or reference at a minimum:

- | | |
|--------------------------------------|-------------------------------|
| » Safety and security | » Cash management |
| » Cost, schedule and risk management | » Work approach and work plan |
| » Contingency management | » Quality management |
| » Change and claims management | » Interface management |
| » Document management | » Stakeholder management |
| » Communication plan | » Environmental commitments |
| » Invoicing and payment | » Construction management |
| | » Testing and commissioning |

A sample of a successful PMP that RK&K helped develop as part of their construction management role for the I-395 project team is included in [Appendix 3](#).

Oversight and Implementation of Project Controls

Led by Jovita Stander, Long Bridge Partners' project controls team knows collecting, organizing, and communicating information required for informed decision-making is critical

Jeff will bring his proactive and collaborative management style to the Long Bridge Partners team, just as he has on numerous successful projects. Recently, on the LIRR Concourse Improvement project, Jeff set the example for a collaborative environment with his project management team as well as with numerous critical stakeholders to ensure the team worked together as one team.

The end result? Delivery of the first phase of the project on schedule and under budget; the team is currently on track to bring the second phase of the project to a close under budget and ahead of schedule.

Jeff is bringing this same proactive approach to VPRA. Over the past several months he has worked with his management team to develop an initial risk register and mitigation plan, an approach to partnering with CSXT, Amtrak, VRE and other stakeholders that garners dedicated resources and agree on work windows, and a Project Management Information System that will give VPRA access to real time project cost and schedule data.



to the success of all projects. Based on proven processes, our strategy will not only address the individual projects that make up the Long Bridge project but will also bring consistency to how we assess each project individually and measure the aggregated performance of the interconnected projects and the contractors delivering them.

Our team offers experts in scheduling, estimating, risk and change management, as well as reporting and data integration; each has contributed to the successful delivery of projects of similar complexity requiring tight coordination of connected projects.

Schedule Oversight

Without a credible schedule, the planning and execution of the work cannot be carried out efficiently enough to manage time and cost. Our team has the skills, experience, and knowledge required for VPRA to feel confident the project schedule is credible. We will review and challenge each of the contractor's schedules and continually review this essential delivery management tool. Each contractor will be required to submit monthly progress schedules that will be reviewed for faulty activity logic, planned durations, realistic production rates, missed milestones, delayed starts, and other standard scheduling best practices. We will use the P6 Schedule Variance tool to compare project progress schedules against the baseline and create reports on the differences between the project schedules.

Communication and Issue Resolution

Upon NTP, the team will set up, facilitate, and administer a series of regular project meetings to address procedures, progress, and scheduling. We will prepare and distribute minutes of these meetings, to include actionable activities such as defined delivery dates and owners ("ball in court"). As part of these meetings, we will also develop and manage an "issues escalation" process for all contracts to solve issues quickly and at the lowest level possible, and to escalate issues when required. We will facilitate, provide support for, and drive decision making with various working groups and breakout groups.

Correspondence records and compliance with document control procedures is crucial for quick conflict resolution while maintaining positive stakeholder relationships. Our team will set up processes and innovative concepts for increased communication, including:

- » Robust document control with metadata tagging to files and project records
- » Automated workflow and alerts to actions with ball-in-court/ actions assigned management
- » Integration of e-construction tools
- » Efficient transmittal, RFI, submittal management and general contract administration
- » Dynamic and real-time performance reporting

Claims Avoidance

The most effective manner to minimize claims is to engage early, start with a good contract and clear expectations, monitor performance closely, and identify and address potential changes before they occur. Our team approach is structured around a “think-like-a-contractor” mentality, which focuses on identifying areas and instances that will concern contractors and commonly become the sources of claims.

More information on our project controls approach can be found on page [125](#).

Oversight and Administration of Third-Party Contracts

After award, we will work with each successful contractor to verify that their design development meets all the requirements established in the bridging documents and prioritizes the needs of the entire project. With input from VPRA and other partners, our team will develop an initial, detailed technical compliance plan that outlines the accepted approach for managing compliance with contract requirements, applicable laws, codes, and regulations. Our submittal reviews will focus on identifying technical issues and our team will collaborate with the contractor to confirm construction and schedule issues are identified and resolved early. Further, we will institute a uniform delivery process and project management expectations and responsibilities to maintain a consistent and comprehensive approach to the oversight of the project delivery lifecycle.

Change Management

Alongside this, we will institute a change management process to mitigate scope creep. This process will include:

- » Identify and initiate change requests
- » Review change for impact and importance (cost and schedule)
- » Implement a Control Board to disposition the change

- » Authorize or reject the change
- » Deliver the change and establish a new baseline
- » Adjust contingency or revise budget

Long Bridge Partners will implement this process immediately; it will affect the entire project lifecycle, including the critical handover process to the operators and maintainer, and project close out. Long Bridge Partners will define the strategy and manage the project configuration as well as the project contract data requirement list (CDRL). The Project Change Board will be the single point of contact for Long Bridge Partners to present changes and recommendations to VPRA.

Project Communication and Collaboration

As part of our mobilization plan, we recommend the quick deployment of a tailored and scalable project collaboration solution to ensure VPRA and key partners have up to date, accurate information upon which you can make decisions, in a seamless and transparent manner. If, however, VPRA has an already established approach or selected a collaboration solution, our team will integrate with your preferred system. Through experience we have learned that the best project collaboration systems are those that combine best practice commercial off-the-shelf (COTS) software with leading web-portal technology. Long Bridge Partners will customize a system that meets the VPRA's needs.

While JV member firm WSP offers an internal, cloud-based, proprietary project management information system (PMIS), we can work with any system. We have a full-service Project Information Management team that can provide the technical consulting, programming, and support necessary to effectively implement and maintain your current or future system.

Providing VPRA with centralized data access to owners via a simplified, web-based interface will result in reduced program management decision time and will allow delivery of a single

source of reliable information to all project stakeholders. The PMIS solution is a centrally accessible, secure and easy to use web-based portal which allows convenient retrieval and updates of project information and reporting. Any system deployed will seamlessly integrate with current VPRA systems and the new enterprise resource planning (ERP) being implemented.

Develop/Review Special Provisions (3.1.1 c)

Long Bridge Partners will work with VPRA and its designers to review special provisions, tailored to the delivery method and focused on quality. Long Bridge Partners' long history of rail design across the country means we can pull niche resources for brainstorming sessions and design guidance as appropriate.

Once the contract packaging and delivery strategy have been confirmed, Long Bridge Partners will support VPRA with packaging the necessary documents for construction procurement. The special provisions will include unique technical and commercial

requirements for each contract package. Special provisions are critical given the numerous stakeholders whose standards will need to be incorporated and harmonized, including Amtrak, VDOT, WMATA, CSXT, DDOT, and others.

The FEIS/ROD also contains a number of aesthetic and historical preservation requirements that the special provisions will address. Critical project junctures like the I-395 crossing and WMATA yellow line tunnel will need carefully crafted provisions incorporating all required standards to reduce pricing risk and head off delays to acceptance of those portions of the work. Similarly, the special provisions will need to incorporate CSXT standards so that the project is ready for CSXT to install its systems.

Long Bridge Partners have worked with all of these agencies, and our procurement manager, Ken Beehler has prepared special provisions for several complex projects. Ken will assist VPRA with the production of special provisions and/or review and comment on special provisions developed by VPRA.

Delivery Method	Service	Experience
CM/GC	<ul style="list-style-type: none"> » Assist VPRA with assessing the selection criteria, including both the experience and technical approach and price criteria as needed to comply with FTA and/or FRA requirements. » Advise on self-performance and subcontracting requirements consistent with FTA Circular 4220.1F to ensure adequate competition 	We recently helped several agencies prepare CM/GC RFQs and RFPs and manage the CM/GC process, including Amtrak, CTDOT, LA Metro, UTA, City of Seattle, Sound Transit, ODOT, and MnDOT.
DB	<ul style="list-style-type: none"> » Assist with the RFQ and RFP process » Help determine appropriate best value weighting criteria between technical and price approach » Ensure documents are federally compliant 	Long Bridge Partners has worked with numerous agencies in recent years to prepare design-build RFQs and RFPs and assist with the SOQ and proposal review processes, including MDTA, UDOT, ADOT, NMDOT, LADOTD, and Illinois Tollway Authority.
PDB	Advise on the best approach to bringing on board the contractor consistent with federal requirements	We recently prepared the procurement documents for UDOT to deliver its first progressive design-build project, which was one of the first major transportation projects in the US to use this method.

Figure 14: Long Bridge Partners' Experience Preparing Procurement Documents for Various Delivery Methods

Contract Administration (3.1.1 f)

In support of VPRA, Long Bridge Partners will assist with developing the procurement documents for each work package using the selected delivery methods. We will support VPRA through the contractor interaction processes during procurement of any delivery method, including by helping respond to Q&A, attending and incorporating feedback from one-on-one meetings, and developing addenda.

Claims Avoidance/Management

Long Bridge Partners will help VPRA assess whether changes have occurred by comparing the alleged change to the baseline contract, evaluate the scope of changes, review contractor substantiation, perform independent analyses of claimed cost and schedule impacts, and defend against unmerited contractor positions.

If VPRA uses CM/GC or PDB for either package, there is an opportunity during pre-construction work to mitigate the risks that lead to claims, such as utilities, permits, ROW delays, and site conditions. We will help VPRA establish processes for the contractor to coordinate early with utilities to identify timelines for relocations, assist with review of designs needed to acquire long-lead permits, coordinate with AHJs to facilitate permit and approval issuance, and work to identify timelines for ROW acquisition that can be built into the project schedule.

For DB, we will work with third-parties to the extent possible to mitigate future delays, including by advancing certain designs or creating prescriptive specifications as needed to reduce the risk of permit acquisition delays during construction.

When the contract documents are nearing completion, we will rigorously cross-check the documents to correct any inconsistencies and help VPRA set up a process for managing construction to reduce the risk of oversight that results in interference claims.

Project Controls (3.1.1 g)

Cost Estimating, Schedule Control

Led by Project Controls Manager Jovita Stander, Long Bridge Partners will prepare independent preliminary construction cost estimates and associated Critical Path Method (CPM) schedules for each anticipated construction contract. This task will be performed by our most seasoned schedulers and estimators, who understand the many factors that influence the time and cost to deliver projects in a revenue service environment.

Our Team will use a common, approved work breakdown structure (WBS), and consider:

- » Design and procurement activities, and delivery methods
- » Acquisition of long lead items
- » Force account availability and labor agreements
- » Reasonable track outage and service planning
- » Permits and regulatory approvals
- » 3rd party reviews
- » Anticipated contractor approaches, crew sizes, and production rates
- » Available laydown areas and construction access
- » Current market conditions affecting labor, material and equipment pricing, and delivery windows
- » Testing and commissioning
- » Miscellaneous items such as required insurance and VPRA-controlled contingencies
- » Risk and unallocated contingencies

Since multiple contractors are expected to deliver the various bridges, interlockings, early works, and railroad systems projects, individual sub-project schedules will be required and incorporated into an integrated master project schedule (MPS), which defines and controls the entire scope and schedule for the project, establishes

Project Controls Manager Jovita Stander has selected an experienced team to help VPRA set up a programmatic project controls and commercial management approach for the Long Bridge project, just as she has done for VDOT's I-64 HRBT project. Under Jovita's leadership, VPRA can rest assured that our team will focus on schedule and cost control, proactive risk monitoring, supporting VPRA with procurement and contract documents that appropriately assign risk, as well as all required reporting in compliance with FRA/FTA.



Our team has experience developing similar schedules and estimates for similar projects such as CTDOT's Walk Bridge, and VDOT's Hampton Roads Bridge-Tunnel.

all critical schedule interfaces and dependencies between contracts, and accounts for interfaces between adjacent projects, such as shared laydown areas, construction access, and haul routes for spoils.

Cost Management

Long Bridge Partners anticipates developing a Cost Management Plan (CMP) as part of the PMP, which will outline the key cost management requirements for the Long Bridge Project, including budgeting, forecasting, controlling, and reporting of project costs. Using your current systems, combined with our dashboards, cost data will be seamlessly integrated with schedule, scope, and risk to allow for strong project controls. Major elements of the cost management framework include the following:

- » Integrated cost coding structure and cost accounts management
- » Trending and forecasting
- » Earned-value management
- » Cost variance and key performance indicators
- » Commitments tracking
- » Incurred cost reporting
- » Invoicing and accounts payable
- » Cash-flow and cost-flows
- » Opportunities and value management and value engineering analysis
- » Risk contingency management
- » Growth allowances and contingency reserve management
- » Detailed project cost status reports

This approach verifies that budget data is accurate in the construction of baseline schedules and cost collection is timely and accurate which is essential for managing the project estimate-at-completion (EAC).

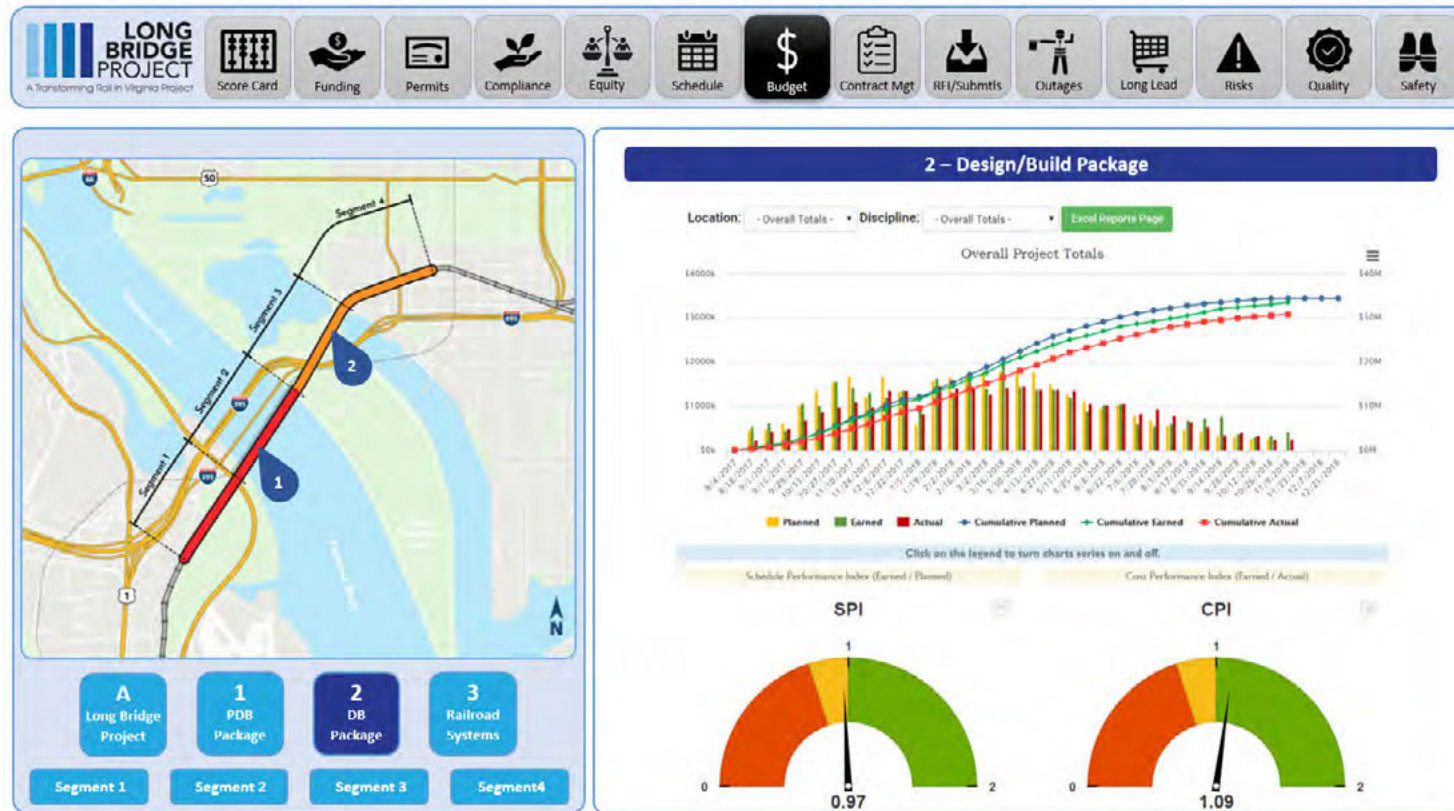
Monthly progress reports will be streamlined through automated business processes. Our project controls team will establish routine data dates in which information will be captured prior to a period close. Following this, schedule, cost, risk, scope summaries, and other narratives and information will be assembled into both paginated reports and dashboards, an example of which can be found on the following page.

Change Control

Long Bridge Partners will design a change management process to consistently document and manage both individual and cumulative change that enables evaluating and approving change while minimizing the risk to the project scope, schedule, and budget baselines.

Changes are anticipated and can originate long before construction due to evolving design, value engineering, constructability, or peer reviews, and can originate from stakeholders, partners, and third parties; however, without prior approval, changes cannot exceed

Figure 15: Sample Long Bridge Project PMIS Dashboard



**Key elements of
our dashboards
include:**

- » Enhanced visualization of data, leading to faster and better decisions
- » Connecting to any data source or system
- » Identifying trends and supporting forecasting and data modeling
- » Fast and scalable deployment

limits specified in budgets, schedules, or documents that have been approved and authorized by VPRA and coordinated with funding partners, unless justified and approved. Pre-construction changes that affect scope, schedule, and cost can result from evolving design, value engineering, constructability, or peer reviews, and can originate from stakeholders, partners, and third parties.

Invoice Review

We will promptly review invoices and process payment for work performed. Our project controls team will setup a series of workflow and quality checks to verify invoices are accurate and payments are in accordance with contractual obligations. One of the keys to this process is the ability to view processing of invoices and associated payments in real-time using business intelligence dashboards.

Progress Reporting

One of the key designs in our approach is the ability to highlight issues as early as possible, allowing managers time to resolve impacts of issues. Our team will monitor and report the progress, performance, and commitments of the contractors, third parties, and engaged stakeholders using real-time innovative reports, dashboards and business processes tied to project systems and documented sources. Historical trending, coupled with updated plans, will provide leading versus lagging indicators to help deliver tasks on time and within budget.

Progress reports will be streamlined through automated business processes and with customized content and view tailored for the specific provide different views depending on the audience. Customized content will be developed for VPRA, funding partners, regulatory agencies, stakeholders, third parties, and contractors.

Office and Administrative Support (3.1.1 i)

Office and administrative support for the project will report up to Jovita Stander, our Project Controls Manager. Our team will include administrative and reporting assistance for the project, as well as project controls support resources, including document controls, schedulers, DBE compliance and invoice review teams. Our PMIS system will enable the team to create customized reports for VPRA and your critical stakeholders, including specialized reports to comply with FTA/FRA requirements. Our team member Stellar will be available and engaged early in the project to assist with IT support.

Training and Badging (3.1.1 j)

As the project advances and the delivery team grows, all new staff will undergo appropriate training and certification (as appropriate) in the following areas:

- » Health and safety, including railroad RWP and other site-specific requirements

- » Quality control requirements
- » Project specific computer systems, including intranet, e-mail, project collaboration, document control, and e-construction tools
- » Access, storage, and handling of sensitive and secure documents
- » Confidentiality and non-disclosure requirements
- » Delegation of authority
- » Handling of media requests
- » Other pertinent project processes and procedures

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Traffic Management/Traffic Engineering and Studies (3.1.1 m, n)

Environmental Services (3.1.1 k)

Stakeholder and Cooperating Agencies (3.1.1 h)

Public Outreach (3.1.1 o)

Engineering (3.1.1 b, d, e, l, p)

Led by Engineering Manager Robert Smythe, our team provides VPRA with a partner that has both a current and thorough understanding of the magnitude of the project from an engineering and requirements standpoint, and also the technical know-how to properly monitor the design across multiple packages – and possibly multiple designers – to protect VPRA's and other stakeholders' interests.

Each of the Long Bridge Partners member firms have extensive local engineering resources that are highly experienced in intercity and freight rail projects as well as alignment/track, bridges, retaining walls, roadway, drainage, marine structures, coastal systems, and traffic engineering projects in the DC region. This includes new bridges over the Potomac River and the

Rob will leverage his experience in the capital region to conduct design reviews and work with his team to gain technical consensus and stakeholder approvals. His history with Long Bridge and his relationships with CSXT, Amtrak, VRE, WMATA and FRA and other stakeholders during earlier phases of work will be invaluable to keeping the project on schedule.



expansion of rail corridors to add new mainline tracks and replace bridges. Once technical challenges are addressed and overcome, commercial issues will become easier to negotiate and resolve.

Engineering Support Services (3.1.1 b)

Long Bridge Partners offers VPRA a bench of qualified technical experts across the rail, structural, civil, traffic, and hydraulic engineering disciplines. Other key disciplines, including stormwater management, electrical/signal engineering, corrosion protection, geotechnical, traffic engineering, security and threat assessment, utility design and permitting and telecommunication design, are also included on our team. These resources will scale according to the project's evolving needs.

Our discipline leads will work to expedite milestone design plan reviews, primarily across the plan/specification/estimate/schedule domains, with an eye towards identifying crucial design discrepancies in lieu of adding another layer of comments to the design schedule.

Rob will keep the discipline leaders apprised of the project's status, track technical actions across the team, and resolve design conflicts as appropriate throughout the pre-construction phase. The focus of this phase of work will be securing agency and utility design approvals, completing the requisite traffic analyses, procuring the necessary permits such as construction, occupancy, barge access, concrete batch plants, and land conveyance approvals, and complying with environmental requirements as identified in the Record of Decision (ROD) or as a part of permitting.

Projects of this magnitude often benefit from Early Works Packaging, which enables the larger project muscle movements to begin as early as possible. To this end, Engineering Support Services will focus on critical path elements such as utility clearance letters and approvals from third party stakeholders including Verizon, DC Water and Pepco such that utility relocations can begin once FTA adopts the FRA ROD.

Our team's first-hand understanding of FTA processes will leverage the new guidance to acquire property and relocate utilities as early as possible.

Additional elements of work may begin once the project receives Entry into Engineering status via FTA. Letters of No Prejudice may also be considered to buoy early starts work related to typical early works packages such as utilities, ground improvements and site clearing as early as Q1 2024, possibly six months ahead of VPRA's projected start of Construction in Q3 2024.

Our team is prepared to provide preliminary engineering and/or value engineering services. For example, we could assist VPRA by developing early works packages that are appropriate for projects of this size, such as utility relocations and establishing construction staging areas and temporary concrete batch plant construction. Potential packages may include early orders of long lead items such as rail steel or interlocks, early site clearing and mass grading, ground improvements packages to address the notoriously poor soil conditions along the Potomac River, and retaining wall packages. Preparing to execute these major muscle movements well in advance of the proposed construction schedules allows the delivery

team to adapt to unforeseen challenges and break the work into comprehensible subprojects for the project stakeholders.

Reviews of Engineering and Construction Submittals/Deliverables (3.1.1 d)

Long Bridge Partners, with input from VPRA and other stakeholders, will develop a technical compliance plan to guide our reviews of engineering and construction submittals. This document will outline the accepted approach the team will take for managing compliance with contract requirements and the teams' ongoing progress meeting critical schedule targets. Our role as the PMSS is to perform unbiased design reviews and allow the construction teams (either CM/GC, PDB, or DB) to design the project so it can be built on schedule and on budget using their means and methods.

Our submittal reviews will focus on identifying technical issues and reviewing the process; our team will work collaboratively to ensure construction and schedule issues can be identified and resolved early in the project. We will anticipate key deliverables and resource needs. By synchronizing the review team in advance of the milestone deliverable, we will be able to meet deadlines and scale our resources as needed. Rob, and the technical leads will host interdisciplinary review sessions with the design team ahead of milestone dates via over-the-shoulder sessions, a proven tool that increases understanding across all parties, focuses comments on the true issues and consolidates the overall number of comments.

Long Bridge Partners' streamlined and efficient submittal review and tracking process has enabled LIRR's 3rd Track project to achieve an eight-day average review per submittal, allowing the DB partner flexibility to keep the project moving.



Acceptance by Appropriate Authorities Having Jurisdiction (3.1.1 e)

Long Bridge Partners will work closely with the AHJs to facilitate expedited reviews and timely approvals by closely monitoring and actively guiding adherence with the project's numerous regulatory agencies, permitting, and local approval requirements.

As a major railroad asset expected to remain in use for a century or more, the new Long Bridge will be required to comply with a wide range of codes and standards governing design, performance, safety, and durability. The bridge will be publicly owned but operated upon by private entities that have extremely detailed and exact standards. These standards are developed and enforced by AHJs, including the Commonwealth of Virginia, the District of Columbia, Arlington County, CSXT, Amtrak, and WMATA. Both VA and DC have a variety of additional authorities who enforce specific standards for vertical construction, fire protection, and safety in general. AHJs will take a particular interest in concrete structures and foundations, substructures, decks, evacuation structures and procedures, and maintainability.

ROW & Utilities Services (3.1.1 I)

Long Bridge Partners will assist VPRA by tracking ROW acquisitions and helping coordinate with local jurisdictions, as well as VDOT and DDOT, who have been assisting VPRA to date. Our team also has the resources to provide reviews of property appraisals and will provide any real estate acquisition support during the project.

For utilities, Long Bridge Partners stands ready to provide oversight of the utility relocation process from the early stages and assist VPRA with best practices to obtain utility clearance letters and MOUs for the impacted utilities along the Long Bridge corridor. The following key entities, among others, are likely to require such clearance approvals: Verizon, DC Water, Pepco, and Washington Gas. These impacts are likely to include domestic service connections as well as large-grade transmission and regional artery/connectivity backbones.

Long Bridge Partners is also prepared to provide oversight of utility relocations for the smaller – but no less complicated – telecommunication entity relocations that share duct banks with the major carriers such as Zayo Group, Lumen Engineering, and Fiberlight. The team’s telecommunication resources, including FOXSTEMM, will deploy over 25 years of subject matter expertise to navigate the data surveys, discovery and documentation, third-party ROW lease agreements, carrier coordination, conduit phasing, network migration, splicing and as-built elements for telecommunication relocation. Much of the telecommunication information is beholden to proprietary and security agreements, to which our team is uniquely positioned to navigate through niche consultant resources on our team.

Long Bridge Partners knows that for this project to be successful, we must embody a “one team” mentality with VPRA, VDOT, DDOT, NPS, other agencies and key stakeholders. Our team has successfully proven this approach as owner-representatives on multi-billion-dollar transportation infrastructure projects in the DC metropolitan area over the past 25 years.

Long Bridge Partners has been involved in complex, multi-phase MOT set-ups on urban interstates for owners throughout the Commonwealth of Virginia and Washington DC, including I-95, I-395, I-495, and I-66, I-264, I-64 Florida Avenue NW & 9th Street NW, and the rehabilitation of East Capitol Street Bridge over the Anacostia Freeway. All had complex, multi-phase MOT setups with both daytime and nighttime closures.

On the I-264 Witchduck Interchange Project in Virginia Beach, VA, the project is in close proximity to the I-64/I-264 interchange, contends with collector-distributor lanes, general purpose lanes, and HOV Lanes. Our team worked with the contractor to safely implement complex MOT setups, facilitating the maximum hours of work possible. Due to these efforts, 15 nights of interstate closures were reduced to nine, significantly limiting the impacts to the traveling public and Virginia Beach’s tourism.

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Stakeholder and Cooperating Agencies (3.1.1 h)

Public Outreach (3.1.1. o)

Traffic Management Plan and Coordination/Traffic Forecasting and Design (3.1.1 m, n)

Within a mile of the Long Bridge river crossing is the National Mall, multiple memorials, George Washington Memorial Parkway (GWMP) to Mount Vernon, DCA, and the Pentagon, where more than 25,000 military and civilian staff are employed. Roadways in the vicinity of the river crossing are severely congested, especially during weekday peak periods, while pedestrians and bicyclists are prevalent on the nearby bike and path network. While the majority of the proposed bridges will be constructed over the river, the work over and alongside the GWMP, I-395, Ohio Drive SW and Maine Avenue SW are complex. The smallest rail, transit or vehicular disruption can quickly grow into major regional impacts and unwanted media attention.

Traffic Management Plan and Coordination (3.1.1 m)

Very high demand on limited capacity rail, transit, vehicular, bicycle and pedestrian networks require a proactive, comprehensive and data-driven MOT approach. Long Bridge Partners will efficiently manage traffic by:

- » Reviewing and/or developing traffic management plans (TMP) for roadway and waterway traffic
- » Overseeing congestion management activities and MOT

- » Liaising with the incident management community, first responders and traffic operations centers
- » Conducting independent analyses of traffic operational and safety impacts of construction and incidents on freeways, signals, and surrounding local roads

A comprehensive TMP is the single-most important and effective tool at VPRA's disposal for minimizing work zone impacts, streamlining construction progress, ensuring that design and construction elements are fully assimilated with surrounding projects, and proactively communicating with the general public to help mitigate construction activity impacts.

Building on previous successes from the nearby I-395 Express Lanes project, Long Bridge Partners proposes to develop a regional TMP that emphasizes public and worker safety, minimizes impacts while streamlining construction progress, and provides reliable, data-driven regional traveler mitigation strategies. While the designer/contractor will develop a projectwide TMP, the regional TMP will encompass potential impacts beyond the project corridor and include a high-level, streamlined sequence of construction, regional demand management strategies, work zone safety management strategies, enforcement and incident management strategies, and a proactive public and media communications plan. The regional TMP will mitigate risks by proactively planning, integrating nearby projects and special events, and identifying, implementing and monitoring the performance of regional mitigation strategies. It will outline the MOT phases, proposed lane closures, road closures and detours, and all construction accesses. As a living document, the regional TMP will be regularly updated to adapt to changing conditions, mitigation strategy performance and feedback.

Based on our extensive experience in the region, Long Bridge Partners knows VDOT and DDOT TMP and MOT design and construction policies, standards, guidelines and preferences and utilizes best practices and innovative techniques to streamline reviews, resolve comments and promote construction progress.

Members of our team are fully certified in VDOT's Advanced Work Zone Temporary Traffic Control and multiple American Traffic Safety Services Association (ATSSA) temporary traffic control certifications. Our team uses the Virginia Work Area Protection Manual every day and we developed DDOT's Work Zone Management Manual, which consolidated work zone-related policies, guidelines and standards, applied national best practices, and generated a new Transportation Facility Closure Policy to manage all roadway, sidewalk and bicycle facilities throughout the District.

We will coordinate with VPRA, VDOT, and DDOT, and other stakeholders to obtain approval for any proposed deviations from standard temporary traffic control practices and facilitate design reviews of MOT plans, temporary traffic signals, signing, pavement markings, lighting, and ITS assets.

Long Bridge Partners has managed traffic on similar projects including the nearby VDOT I-395 Express Lanes, the Woodrow Wilson Bridge, the ICC, and the Purple Line.

Long Bridge Partners will monitor and help facilitate the designer/contractor's efforts to develop a projectwide TMP, temporary traffic control plans, analysis of traffic operations, incident management plan, and a public outreach campaign – all in compliance with the contract requirements. For all elements of work on both sides of the river, we will review and provide meaningful feedback on the contractor's MOT plans to ensure they adhere to the contract requirements before seeking agency review and approval. We will oversee and help coordinate all lane closures, special events, incidents, staging areas, and construction vehicle access throughout the corridor to ensure the lane closures are limited to off-peak periods and to minimize impacts to motorists. Key factors we will examine and monitor include:

Scott Crumley, PE, PTOE will lead the development of the regional TMP and coordinate all TMP, MOT and work zone efforts. His entire career has been dedicated to managing transportation infrastructure projects (including MOT elements) in the DC metropolitan area.

- » Maintaining two lanes of traffic on GWMP during daytime peak periods
- » Workable MOT and detour plans for I-395, Ohio Drive SW and Maine Ave SW that include strategies for driver diversion and encourage the use of non-motorized modes
- » Temporary crossings and detour plans for the Mount Vernon Trail that minimize impacts to trail users
- » Signing for pedestrians and bicyclists on sidewalks and pathways
- » Effective driver-awareness campaigns are directed at severe congestion periods

Traffic Forecasting and Design (3.1.1 n)

Long Bridge Partners offers more than 60 traffic engineering professionals within an hour of the project offering the full range of traffic engineering capabilities. We bring experts who have not only have developed TMPs and MOT plans in the office but implemented them in the field for mega-projects in the vicinity of the Long Bridge project. On these mega-projects, we have successfully performed traffic planning, forecasting and design services as well as deployed congestion management activities, coordinated with public outreach staff, presented at community meetings and City Council meetings, and been a liaison with first responders and local Traffic Operation Centers. Our in-depth experience with DDOT, VDOT, and Arlington County in traffic planning, forecasting future traffic demand, and design of roadway improvements will streamline VPRA's coordination.

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Environmental Services (3.1.1 k)
Stakeholder and Cooperating Agencies (3.1.1 h)
Public Outreach (3.1.1 o)

Environmental Services

Long Bridge Partners, together with key subconsultant Straughan Environmental, is highly experienced in providing the range of environmental services that are likely needed to support the construction of the project. Our experience covers updates of NEPA documentation in both Virginia and the District of Columbia; permit determinations as well as their review and preparation; wetland delineations; environmental and threatened and endangered species studies; cultural resources studies and Section 106 consultation support; hazardous materials investigations; monitoring of air quality, noise, and vibration as well as abatement measures.

Environmental Services (3.1.1 k)

The FTA, FRA, and NPS will place a high priority on confirming that all environmental commitments and approval requirements are complied with on the federal level over the course of the project. This will be required concurrent with coordination with DDOT, DOEE, NCPC, USACE – Baltimore District, USCG, Virginia Department of Environmental Quality (VDEQ), Arlington Municipal Government, and other stakeholder agencies.

Kate Traut has had marked success in navigating similarly complex permitting processes as we have on Long Bridge, resulting in reduced impacts and reduced mitigation requirements. Throughout her 16 years of experience in natural resources permitting and project management, Kate knows how important it is to maintain a trusted rapport with both regulators and project team members. For Long Bridge, Kate brings has identified a team that brings a thorough understanding of the environmental permitting and regulatory requirements, and has built a proactive strategy to communicate with all stakeholders to find innovative solutions to meet the needs of the project. Kate will bring lessons learned from her work on Nice/Middleton Bridge, and is looking forward to working with Lee and Srinivas on another exciting bridge project over the Potomac.



Permitting Support

As a first step, our team will assess previous regulatory documentation and identify all permit requirements and their future implications by creating a matrix of regulatory requirements, best management practices, and mitigation requirements between the NPS and DRPT (and other applicable ROD Appendices).

We will determine the schedule implications of permitting activities processing and approval times as the project develops, and more information becomes available to highlight critical path activities and potential risks. Because permitting agencies have unique considerations and agency specific protocols that create project schedule risks, we will tailor our services to mitigate those concerns through early agency involvement and documented commitments for schedules and any supplementary requirements.

Environmental Compliance/Mitigation Tracking Database

We will create and implement a robust database to house all approvals, applications, and commitments in addition to all general and special permit conditions from the subsequent various approvals and permits allowing for a seamless design package compliance check.

Straughan Environmental

Founded in 1995, Straughan Environmental has approximately 90 employees and is DBE and SWaM Certified. They have a large pool of environmental technical resources that are experts in environmental permitting and design review for projects such as Arlington Memorial Bridge, Anacostia Riverwalk Bridge, Howard Street Tunnel, Purple Line Light Rail, and other projects working with DDOT, VDOT, CSXT and WMATA. Their critical abilities include monitoring, as well as preparing, permit applications along with mitigation plans including customizing and documenting supplemental or supporting studies - and coordinating with the project principals, permitting agencies, and design teams.



Environmental Studies

Our team also includes the expertise to complete any supplementary studies to refine existing knowledge such as natural resource inventories, wildlife habitat, and water quality studies; forest, tree, and waters of the US, including wetlands delineation; resource restoration and mitigation; resource function and value assessment; rare, threatened and endangered species studies; preparation and review of all necessary permit applications; cultural resource and noise assessments; hazardous materials investigations; and monitor and review construction phase measures.



Straughan led the environmental permitting and compliance for the rehabilitation of the nearby Arlington Memorial Bridge over the Potomac River. Their working knowledge of the agencies and processes used as well as intensive coordination with the USACE, DOE, NPS, and FHWA yielded a 500-day reduction in the project schedule.

NEPA and Other Environmental Documentation

Our project-specific compliance approach will focus on preparation of environmental documentation based on information from preliminary studies while concurrently applying the NEPA EIS/ROD documentation to maximize efficient compliance efforts.

Many compliance processes can utilize and repurpose studies and data to streamline coordination which is essential in effective compliance. Customary examples of such situations include NEPA re-evaluations including EAs and Categorical Exclusions; interchange modification request for FHWA, permit applications, Phase 1 and II ESA reports, threatened and endangered species reports, and Section 106 related materials.

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Public Outreach (3.1.1. o)

Stakeholders and Cooperating Agencies

As a large project in the physical and cultural center of a complex metropolitan region, the successful delivery of the new Long Bridge depends on purposeful, relentless, and effective coordination with public and private project stakeholders and cooperating agencies. Long Bridge Partners will maintain VPRA's successful collaboration with these partners to keep the project on schedule.

Coordination with Project Stakeholders (3.1.1 h)

During the mobilization phase, Long Bridge Partners recommends that VPRA energize the stakeholder coordination process with a workshop that includes a discussion of goals and values of the coordination process, the types of stakeholders we expect to engage during the project's lifecycle, the processes through which they will be engaged, and necessary outcomes. Long Bridge Partners will organize and facilitate the workshop and memorialize it in an updated coordination plan.

The table on page 137 groups stakeholders into types based on potential outcomes from the coordination process. Given that some stakeholders have significant leverage over the project and therefore create more risk, during the procurement and early works phase, Long Bridge Partners will help VPRA develop a strategy for each type of stakeholder, and in many cases each individual

stakeholder, based on the level of risk that coming to agreement presents to the project scope, cost, and schedule. The conclusions of this work will be included in a Stakeholder Management Plan which will include a comprehensive list of stakeholders, intended outcomes, the desired outcomes for both VPRA and the stakeholder, expected issues and points of negotiation, timeframes for initiating and completing an agreement, and key contacts.

The Stakeholder Management Plan will be essential to demonstrate to the FTA that third party risks are well managed as we advance the project through the CIG process.

During the process of negotiating and drafting both agreements and permits, Long Bridge Partners will support VPRA with technical experts who understand both their own disciplines and the outcomes expected by the stakeholders as well as legal and policy experts who are able to put ideas on paper. We have found that getting ideas in writing as soon as results in less backtracking by both parties. We are able to draw on team resources that include nationally recognized experts as well as people who have spent their entire careers in the DC region.

During the construction and close-out phases, our stakeholder coordination process will shift toward monitoring, compliance, and documentation of commitments. Our goal is to ensure the new Long Bridge is delivered on time and on budget, and that VPRA is viewed by its stakeholders as an honest broker.



On the Woodrow Wilson Bridge, our team balanced interests of four sponsors (MDOT SHA, VDOT, DDOT, and FHWA) and five section designers—one for the river crossing and one for each interchange. Twenty-four major construction contracts in the corridor had interlocking milestones, requiring extensive project management, project controls, risk management and construction phasing/management. Thirty environmental agencies were involved. The program was executed in an historic urban setting, under traffic exceeding 200,000 vehicles per day, in the shadow of the White House, Congress, and the media.

Henry will leverage his experience working with many of the same stakeholders involved in the Long Bridge to continue the successful collaboration VPRA has initiated. Henry is adept at building strong relationships with project stakeholders and working through challenging and politically sensitive situations to gain consensus and move forward to keep projects on schedule. Henry brings relevant experience from his early involvement in the Long Bridge Phase II Study, the Purple Line, Richmond Highway BRT, and other large projects, each of which had complex stakeholder requirements and expectations. Henry has selected his environmental project manager Kate Traut, and his Railroad Coordinator, Mark Henry, based on his previously experience working with them on large projects.



Figure 16: Long Bridge Partners' Preliminary Stakeholder Coordination Matrix

	Stakeholder	Interest	Resolution Mechanism	Interface Type	Interface Frequency
PERMITTING AGENCIES	DDOT	ROW	Right of Entry	Design plan review	Quarterly
	DOEE, VDEQ	Sections 401 and 404 of the Clean Water Act	Permit	Permit application	N/A
	EPA, VDEQ	Section 402 of the Clean Water Act	Permit	Permit application	N/A
	FAA	Notice of Construction	Notice	Notice	Prior to Construction
	Federal Emergency Management Agency (FEMA)	Floodplain management	Permit	Permit application	N/A
	NPS	Park use, special use, riverbed, ROW, archaeological investigation	Permit	Permit application	N/A
	USACE	Section 404 of the Clean Water Act, Section 408 of Rivers and Harbors Act	Permit	Permit application	N/A
	USCG	Navigation, bridge permitting	Design review, permit	Design plan review	Monthly
	Amtrak	Design standards, operations	Design review	Plan review	Monthly
PHYSICAL INTERFACE	CSXT	Design standards, staging, operations	Design review	Plan review	Monthly
	DoD	Protection and/or relocation of utilities	Design review	Plan review	Quarterly
	Private property owners	Direct and secondary impacts (visual, noise, access)	Design review	Plan review	Quarterly
	Utilities (Pepco, Dominion, Washington Gas, DC Water, Arlington County Utilities Services, Verizon, AT&T, private fiber companies)	Protection and/or relocation	Design review, easement requests, relocation design	Plan review	Weekly
	WMATA	Design standards, staging	JDAC permit	Plan review	Quarterly
MITIGATION COMMITMENTS	CFA	Resource protection	Design review	Design plan review	Monthly
	NCPC	Resource protection	Design review	Design plan review	Monthly
	National Marine Fisheries Service	Resource protection	Coordination, analysis, mitigation plan	Mitigation plan review	Quarterly
	NPS	Resource protection, operations	Mitigation plan	Mitigation plan review	Monthly
	Section 106 Agencies (NCPC, District of Columbia State Historic Preservation Office [DCSHPO], Virginia Department of Historic Resources [VDHR])	Documentation, resource protection	Construction protection plan, design approval	Design plan review	Monthly
	Section 4f Agencies (Arlington County, NCPC)	Resource Protection	Mitigation plan	Mitigation plan review	Monthly

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Public Outreach (3.1.1 o)

Given the high profile of the project and the complicated, congested corridor, implementing these improvements in a manner that reduces and mitigates impacts on the public is essential. Our team is highly experienced in structuring an outreach approach that gathers wide-ranging and representative public input.

Traditional and Virtual Public Meetings

Though in-person public meetings continue to have their place in the process, increasing numbers of people not only expect online engagement, but also prefer it.

In support of a variety of projects during the pandemic era, such as the Purple Line and VDOT's 495 NEXT project, our team has produced virtual meetings that facilitate a two-way conversation with the public that elicits constructive input.

Pop-up Events

"Street teams" appearing outside the L'Enfant Plaza Yellow Line and VRE stations, the Pentagon station and commuter bus depot, at nearby periodic District festivals, and at the Wharf DC can engage the public where they commute, work, live, and play.

Our team has extensive experience deploying engaging street teams to raise public awareness, including the City of Alexandria's "Go Alex" Transportation Demand Management program.

Website

The transition of the project to the construction phase of the project invites a refocusing of the website. Additionally, the conclusion of the NEPA process enables the website – as well as other public communications – to be more focused on the public and less technical in nature.

With more than 30 years of experience and successfully leading communications on four Potomac River crossings, John Undeland has been tapped to lead public outreach and development the communication strategies and tools for our team.

John has extensive expertise with the unique needs of new bridges over the Potomac River and rail projects on active, operational tracks from his work on the Nice/Middleton Bridge, Key Bridge, Wilson Bridge and CSXT Howard Street tunnel projects.

John specializes in helping clients gain a nuanced understanding of the key priorities of elected officials, media, travelers, impacted residents and businesses, and other stakeholders by fostering transparent, open, and positive relationships.

His proactive approach to identifying and solving communication issues and challenges drives the narrative and capitalizes on opportunities to feature favorable stories.



We have extensive experience transitioning project websites to design and construction, including on VDOT's Transform 66 and MDTA's Nice/Middleton Bridge projects.

Social Media

VPRA is active on Facebook and Twitter. Our team will create project-specific content, particularly during the construction phase, that will be a mainstay of VPRA's feeds and help build the nascent agency's following. We have created attention-getting content for a variety of projects, including the Purple Line and Nice/Middleton Bridge projects.

Media Relations

Briefings and tours for local media can be highly effective in getting the word out to the larger public about the project's key milestones and help reporters gain an accurate understanding of the complexity of the project. Our team has worked closely with the most important reporters likely to cover the Long Bridge, such as the Washington Post's Luz Luzo.

Construction Activity Text and Email Notifications

Opt-in emails and texts are highly effective to provide project information to those most interested in receiving it. Sign-ups will be promoted via social media, street team deployments and other means. For Long Bridge, we would suggest offering separate Virginia and District notices, providing geographically tailored information.

Our team supported MDOT MTA with notification efforts on the Purple Line.

Community Group Presentations

Appearing at meetings of homeowners' associations, advisory neighborhood commissions, chambers of commerce, and other community organizations help inform members of the public who are typically more involved in their community. Such briefings have been a mainstay of our team's outreach programs for nearly all projects.



Lee has hand picked people he knows and trusts to round out his construction management leadership: Keith Powley for the Long Bridge, and Kathy Poole for the DC Landside Connections. Lee calls himself the “concrete nerd,” and he calls Keith the “railroad and signaling guru,” the very skillset needed to collaborate with CSXT, Amtrak and VRE to keep the trains operating during construction. Kathy Poole is Lee’s favorite DDOT expert; she’s been living and breathing construction in the District for more than 15 years, and knows how to navigate the congested urban areas on the East side of the Potomac, which will aid the team as we oversee the traffic management plan, MOT and utility relocations.



Approach to Construction Phase Services

As the project transitions into the construction phase, currently proposed as Q4 2024 through Q4 2030, Long Bridge Partners will rapidly adapt to the change in project support needs while maintaining the proactive and collaborative level of service delivered in the pre-construction phase.

Our construction management team will leverage their extensive railroad knowledge to plan, coordinate, and execute heavy rail work while optimizing schedule and budget constraints.

Continuation of Relevant Services from Pre-Construction (3.2.1 a)

Pre-construction services that continue into construction will experience no change in level of attention of service from Long Bridge Partners. We will integrate these services with our construction-specific services to provide the most efficient transition for VPRA and keep the project on schedule.

Most of the pre-construction phase services will continue into the post-construction phase with some changes in resource loading. For example, the engineering support services team will reduce in the number of full time employees (FTEs) to a core team that will be assigned for the remainder of the project.

Project controls may increase in some areas as construction begins. For example, more schedulers or document control resources will be needed. In addition, permits, shop drawings, and stakeholder management services will be address as follows.

Permits

Long Bridge Partners will prioritize maintaining permit compliance and updating work dates, times, traffic zones and related edits to the required project permits. These may include DDOT construction/occupancy/tree removal permits, DCRA B-civ and building permits, DOEE Erosion & Sediment Control permits, VDEQ Stormwater Pollution Prevention Plan permits, and federal USACE and Coast Guard permits for work near the Potomac River. Our team intentionally includes former DDOT and DCRA staff to facilitate and expedite this effort.

Shop Drawings

After receipt from the contractor, our technical design teams will perform detailed checks of construction packages against the approved contract drawings and mark the information as approved, approved as noted, revise/resubmit, or other as appropriate. We will also facilitate additional agency review by CSXT, DDOT, DC Water, NPS, or third-party utilities as necessary prior to returning to the contractor. Working together, Long Bridge Partners’ engineering management, project controls, and construction management teams will advance these construction packages in a reasonable time frame. The PMSS will also support the resolution of unforeseen conditions or changes in the design that may arise between the designer, contractor and VPRA.

Stakeholder Management

Long Bridge Partners having continued VPRA's successful collaboration with Long Bridge partner agencies (CSXT, Amtrak, DDOT, VDOT, and other third parties) will keep all necessary stakeholders apprised of construction activities, changes to traffic patterns, potential utility outages, and relevant construction updates.

Construction Management and Inspection Services (3.2.1 b)

Independent Verification of Contractor's Quality Processes

Long Bridge Partners will provide a dedicated set of QA/QC resources to this project to maintain a proven work product for VPRA. As VPRA considers performing QA/QC, regardless of the type of delivery method to be utilized, you can be confident that Long Bridge Partners can and will provide appropriate quality services. Our experience doing so under alternative and traditional delivery methods is illustrated in **Figure 17** below.

Figure 17: Long Bridge Partners' Experience Performing QA/QC on Similar Projects

Oversight of Contractor Quality				
Project	Delivery Type	Construction Cost	Location	Long Bridge Partners' Role in Quality
Intercounty Connector	DB	\$2.5B	MD	IA/IV for Owner (RK&K/ WSP)
Woodrow Wilson Bridge	DBB	\$2.4B	VA/ MD	QA/QC for Owner (WSP/ RK&K)
Nice/Middleton Bridge	DB	\$468M	MD/ VA	QA/QC for Owner (WSP/ RK&K)
I-395 Express Lanes	P3/DB	\$480M	VA	IA/IV for Owner (RK&K)
Downtown Tunnel/Midtown Tunnel/Martin Luther King Freeway Extension (DT/MT/ MLK)	P3/DB	\$2B	VA	IA/IV for Owner (RK&K)
South Capitol/Frederick Douglass Memorial Bridge Project	DB	\$470M	DC	Program Management, MOT Inspection and Traffic Management for Owner (RK&K)
I-264 CD Lanes and Witchduck Road Interchange	DBB	\$203M	VA	QA/QC for Owner (RK&K)
MDOT MTA Purple Line	P3/DB	\$3.4B	MD	IA/IV for Owner (WSP/ RK&K)

WSP and RK&K performed QA and QC for the Nice/ Middleton Bridge over the Potomac River. Re-work was limited and all materials incorporated into the project either met or exceeded the specifications.

Truly a project you can be proud of.

Bill Randow, MDTA Deputy Director of Construction

As detailed on page 119, our team's approach to QA begins during pre-construction with the development of the Long Bridge project QMP. Once VPRA, with support from the Long Bridge Partners PMSS, approves the project-specific quality plan, based on the QMP, we will administer the plan by:

- » Performing daily on-site reviews of construction operations as well as required inspection and testing
- » Reviewing quality documentation
- » Leading weekly quality meetings and pre-event meetings
- » Providing training for inspectors and contractor personnel prior to starting new work elements

On the \$2B VDOT Downtown Tunnel/Midtown Tunnel/MLK Extension project, Construction Manager Lee Yowell helped develop, review, approve and administer the QMP, Design Quality Control Plan (DQCP), and Construction Quality Control Plan (CQCP) throughout the project, which finished ahead of schedule, on budget, and with a high degree of quality.

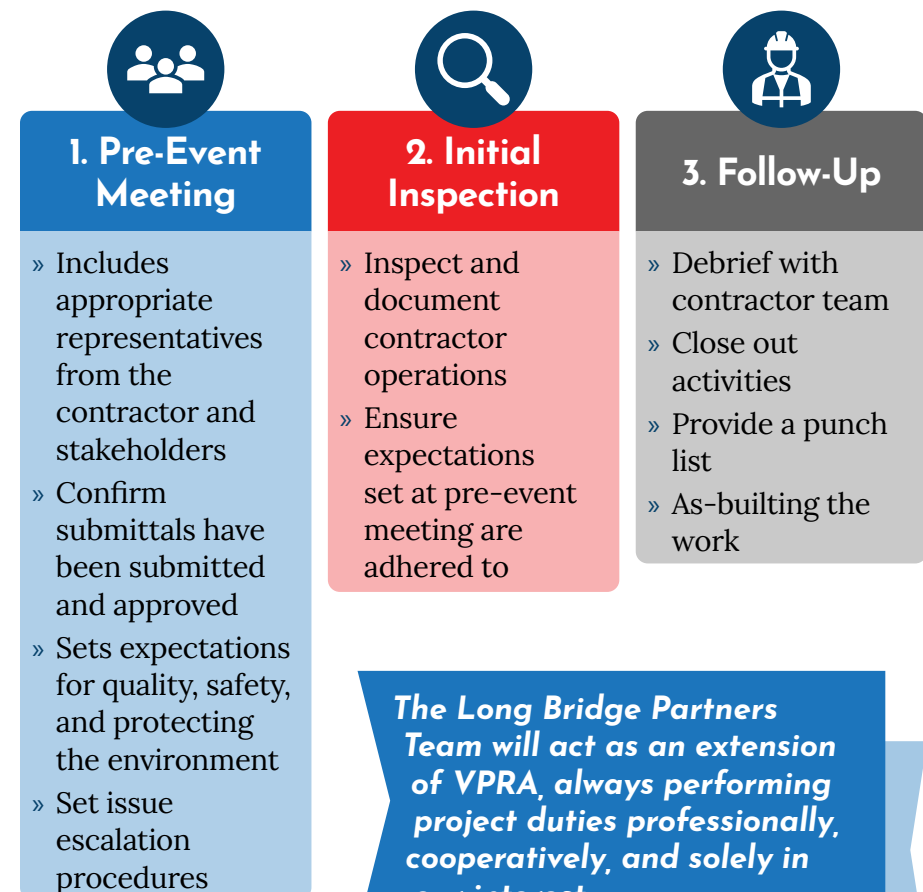
Construction Engineering Management and Inspection

Long Bridge Partners' approach to CEI focuses on assigning the right people to execute proven procedures, with a constant focus on improvement.

This team will employ proven CEI procedures from past successful projects such as the Woodrow Wilson Bridge, ICC, and the Nice/Middleton Bridge. Before construction begins, we will study the plans and specifications and our inspectors will arrive at the job site with the required certifications,

equipment, and safety training, including OSHA 10-hour training. Once construction is completed, our CEI staff performs contract close-out, punch-lists, prepare as-built drawings (in CAD, if requested), and provide the necessary documentation for final payment to the contractor. Our three-step approach to inspection includes a pre-event meeting, initial inspection, and follow-up inspection and is described in **Figure 18**.

Figure 18: Long Bridge Partners Inspection Process



The Long Bridge Partners Team will act as an extension of VPRA, always performing project duties professionally, cooperatively, and solely in your interest.

All inspectors will use iPads to document real-time inspections, take photos/videos and communicate rapidly with decision makers. This hardware will eliminate the need to report back to a field office to submit findings as well as allow inspectors to communicate via FaceTime with the Construction Manager in real-time. Our inspectors use PlanGrid to see approved plans electronically and mark up plan sets to document quality issues or potential future conflicts. Our office staff will also have access to several platforms such as MS Office 365, Bluebeam, PlanGrid, and scheduling software to work efficiently and aid in real-time issue resolution.

Project Partnering

Given the fast-pace and changing nature of the Long Bridge project we will continue our partnering approach described on page 114 by holding a partnering and alignment session with contractors on a quarterly basis. These partnering sessions held during construction can help mitigate delays and avoid potential claims. Our facilitator, consistent from pre-construction, will bring all interested parties together, discuss issues and work through solutions.

Special Inspection and Building Permit Management

Long Bridge Partners will oversee the acquisition and monitoring of all required operating permits and compliance with regulatory requirements. We will also monitor the contractor's progress securing all necessary building permits against the construction schedule and advise VPRA if any slippage occurs in obtaining and closing out permits. Our team will recommend that the contractor obtains and "holds" all the necessary permits throughout the life of the project.

Lee Yowell and his construction management team will work with the contractor to facilitate close-out of project permits, including coordinating any required agency inspections. We recommend these special inspections be performed by the contractor's team and witnessed by the PMSS team.

Partnering Success Stories from Jeff Ryscavage's experience leading the \$20B World Trade Center Restoration Program

The Pearlman Performing Arts Center (PPAC) was built on top of one of the two entrance/exits to the underground road and back-of-house network. The PPAC was also directly adjacent to the 1-subway line and World Trade Center/Cortlandt St. station. A partnering process was started by the Port Authority to include the DB team for the PPAC and the MTA in order to work through planning, design and construction issues through the life of the project. The partnering sessions and coordination ebbed and flowed as necessary, but was particularly successful in the opening of the new World Trade Center/Cortlandt St. station subway, which included a new glass enclosed elevator providing ADA-access to the station located inside the PPAC construction site, prior to the 17th anniversary of September 11th.

Shop Drawing Review

We will coordinate the review of shop drawings submitted by the contractor, including within the PMSS engineering team. Typically, the engineering team will complete its review within a contract-stipulated turnaround time. After the review is complete, the engineering team will send all comments/suggestions to the document control team, who will distribute back to the contractor.

On the Nice/Middleton Bridge replacement, our team reviewed, accepted and built over 300 shop drawings in a timely manner and in 100 percent compliance with the specifications and approved variances.



The shop drawing engineer will be required to identify any specification deviations or certify the shop drawings meet the specifications without variances. In addition, any non-conformances identified with the construction of contractor supplied designs will include collaboration with the designer of the shop drawings to resolve the non-compliance. Lastly, as-built shop drawings will be required for final documentation and operation purposes.

Historic Preservation

The FEIS and ROD for the Long Bridge Project includes a Programmatic Agreement between the FRA, DCSHPO, VDHR, NPS, NCPC, and DRPT.

During the EIS effort these parties determined and approved an Area of Potential Effects (APE) and prepared the documentation to understand the historic and archaeological resources potentially effected by the project. Two key reports document these efforts:

- » Long Bridge Project EIS Area of Potential Effects and Historic Properties Technical Report, February 23, 2018
- » Long Bridge Project Section 106 Assessment of Effects Report December 7, 2018

Long Bridge Partners understands that the Programmatic Agreement together with the continuing consultation between these parties that has been ongoing since the Combined FEIS/ ROD was published has set the framework to complete the consultation and the types of mitigation needed to offset the significant adverse effects to resources. The consultation has included development of key renderings and together with study of the viewshed across each segment of the project as the engineering has progressed to 15 percent and will continue through 30 percent engineering and into final design.

Prior to the start of construction, the consultation process must be completed and that the project must have approvals from the

DCSHPO, VDHR, NPS and NCPC. Long Bridge Partners understands that the type of bridge structures (through plate girder for the railroad bridge for example) and the architectural treatments (such as the stone cladding on bridge abutments and piers) will

The current design shown in the rendering is similar to the existing Long Bridge and the use of steel through plate girders is a requirement of the Programmatic Agreement.



Image from VPRA Pre-Proposal Meeting

Stone cladding is proposed and is intended to look like the existing Long Bridge abutments and piers.



Image from VPRA Pre-Proposal Meeting

be required to adhere to the decisions made in the consultation process to lesson the impact of the project with the Area of Potential Effects. Further, permits that will be needed include:

- » NPS, DCSHPO, VDHR - Construction Protection Plan and Unanticipated Discoveries Plan
- » NPS - Permit required prior to any archaeological studies on parkland by non-NPS personnel per the Archaeological Resources Protection Act (ARPA) and/or the Antiquities Act
- » NCPC - Design approval required during preliminary and final design phases by per the National Capital Planning Act of 1952
- » CFA - Design approvals required during final design phase per the Shipstead-Luce Act of 1930

We understand that the following types of mitigation are being development as a part of the preliminary engineering to offset adverse direct and indirect impacts:

- » **Interpretation:** Development of physical or digital interpretive materials to document the history of the Long Bridge Corridor and its adjacent historic properties.
- » **Vegetation Restoration:** Restoration of mature vegetation removed during project implementation, in accordance with NRHP and cultural landscape documentation where available, in addition to the removal of invasive vegetation.
- » **Cultural Landscape Documentation:** Development of cultural landscape inventories or reports for affected landscapes adjacent to the railroad corridor. This effort is ongoing.
- » **Physical Rehabilitation:** Rehabilitation and repair of railroad infrastructure in the District or contributing resources within East and West Potomac Parks Historic District.
- » **Archaeological Investigation:** Continuation of phased archaeological investigation, including underwater archaeology.
- » **Viewshed Protection:** Creation and implementation of a viewshed protection plan for GWMP and Mount Vernon Memorial Highway (MVMH) in the vicinity of the railroad corridor.

It is noted that it is possible that archaeological resources could be discovered during construction. In this event, the processes defined in the programmatic agreement and the continuing consultation will continue with DCSHPO, VDHR, and NPS.

Long Bridge Partners is nationally recognized for its heritage resources practice, which includes archaeologists and historians expert in the historic and cultural resources of the Mid-Atlantic region. Our practice can provide the full range of cultural resource management services required under Section 106 of the National Historic Preservation Act (NHPA) and related statutes. Our expertise NEPA and NHPA compliance has led to our retention for compliance support in some of the most high-profile federal facility projects in the DC area, including the Federal Bureau of Investigation (FBI) headquarters relocation and the National Museum of African American History and Culture.

Our recent projects requiring agency approvals include:

- » Rehabilitation of Constitution Gardens on the National Mall
- » President's Park by the White House
- » 17th St. Levee Rehabilitation
- » Ord and Weitzel Road Gate Reconstruction at Arlington National Cemetery
- » Site selection for the National Museum of African American History and Culture
- » Reconstruction of the Lincoln Reflecting Pool
- » Relocation of the FBI headquarters
- » Potomac Hill Diplomatic Center
- » Secure Access Lane, Pentagon
- » Metro Entrance Facility, Pentagon

Documentation of Pre-Construction Conditions

Pre-construction condition surveys will give VPRA an important tool to manage risk on this project. Before the project is released for bid, Long Bridge Partners will perform a pre-construction condition survey by walking the project site, and carefully documenting the baseline conditions with photos, videos, and field reports (as necessary). Another site walk will be conducted immediately before NTP and compared to the baseline reports.

During each survey, our professionals will search for hidden or concealed damage and accurately measure existing damage. Our team uses manlifts, boats, drones, iPads, GIS equipment, and/or ladders – whatever is necessary to access the locations in question. We will document each existing defect and catalog it based on location, defect type, and severity.

For underground facilities such as vaults, tanks, and pipelines, our team has used closed-circuit television (CCTV) or other advanced techniques like acoustic sensors. Access to underground structures may require pumps to remove water and special procedures to enter confined spaces. Our team has the necessary training to identify them properly.

Because documenting existing site conditions for each type of structure is critical to mitigating future claims, Lee and our senior construction staff will review our compiled reports for accuracy and completeness before acceptance. We will then provide these to VPRA for your records and future use.

If a claim arises, VPRA can ask our team to conduct an intermediate inspection or post-construction condition survey to compare defects against baseline conditions. This information can be used to assist in structural evaluation of damaged structures and minimize the extent of any needed repairs. Or, in the case of perceived structural damage, the information can be used to clearly show which party is at fault.

Payroll Monitoring

Because this contract will exceed \$2B for construction, the PMSS team will support VPRA to ensure the federal funding-required Davis-Bacon labor standards are followed and enforced. Our team will receive the certified contractor's payroll, review and then document any findings. In conjunction with the US Department of Labor – Davis Bacon and related Acts, our team will perform "Davis-Bacon" reports on random field employees to verify the certified payrolls. We will document all findings and coordinate them with the contractor to remain in compliance.

Invoice Review/Progress Estimation

On a daily basis, Long Bridge Partners' inspectors will reconcile the amount of work performed with the Contractor to prevent payment disputes. We will agree with the contractor on equitable reimbursement and verify material status for partial payments. Based on records, the Construction Manager will make recommendations to Lee Yowell for approval of monthly progress payments to the contractor.

Long Bridge Partners' staff has years of experience in the material clearance process including coordinating source of supply submissions, logging and organizing documentation, checking tickets, making payment recommendations, and resolving outstanding items – ultimately leading to final material clearance for the project. Our Construction Managers will lead this effort and the office staff will maintain the records for compliance.

Punchlist Management

Towards the end of the project, the contractor teams, by specification requirements, may request a final inspection of the work to determine substantial completion. Two potential scenarios are possible, as illustrated in **Figure 19** on the following page.

Figure 19: Final Inspection for Substantial Completion Scenarios

Agency CM/PMSS	CM/GC
<ul style="list-style-type: none"> » Final inspection, conducted by CM, attended by contractor, designer, and owner » CM develops punchlist of outstanding items » If all remaining punchlist items are inconsequential to beneficial occupancy, the contract may be declared substantially complete » After acceptable completion of all outstanding items, contract may be accepted as complete 	<ul style="list-style-type: none"> » Written request by the contractor » Final inspection conducted by inspection staff, attended by the contractor, design team, project staff, and owner's representatives » CM develops punchlist of remaining contract work » If remaining items are not critical to occupancy or use, VPRA declares the contract substantially complete based on recommendations of the PMSS team

The Woodrow Wilson Bridge Construction Management Plan was one of the first projects to require a plan that complied with new federal requirements. The CM plans our team developed - one for Maryland and one for Virginia - spelled out how the teams would be organized and included charts showing how material clearances and shop drawings would flow and how change orders would be handled. Following this CM Plan helped keep the project on schedule.



Using iPads to document inspections and access approved plans in real time, our team will work with contractor to facilitate proper punchlist management. Our CEI team will monitor the completion of the remaining punchlist items, to ensure compliance with the time frame specified in the bid documents. Upon completion of the punchlist, our CEI team will issue a final inspection report.

QA/QC Program Execution and Materials Services (3.2.1 c)

Execute the Project's QA/QC Program as determined during Pre-Construction Phase

Long Bridge Partners' emphasis and close attention to quality will facilitate the Long Bridge's ability to perform as anticipated over its required lifespan. Based on our experience and lessons learned from successfully executing QA/QC programs on DBB projects and both the QA/QC and Independent Assurance/Independent Verification (IA/IV) programs on DB projects, we will assist VPRA in the selection of the quality program best suited for the Long Bridge project.

As shown in **Figure 17 on page 141**, we have successfully executed quality programs as owner's representative for both DBB and DB projects.

An effective program is one in which everyone on the project understands their role and responsibilities and can easily access quality program documents and records. We will develop a QMP based on the project delivery method and ownership of the Quality program, chosen by VPRA. We will develop Inspection Test Plans (ITP) for all definable items of work to verify the specified requirements for the project are met.

A subset of the QMP will be the Construction Quality Plan (CQP). This will require the contractor to conduct pre-activity meetings to discuss work plans, contract requirements and inspections

Long Bridge Partners propose the formation of a "CSXT Construction and Operations Committee" which would include a representative from VPRA, CSXT and other stakeholders. This group of engineers, contractors, and operations staff would have the authority to make decisions and act quickly, sometimes talking three times a day. Our CSXT Advisor Jim Wolfe utilized this approach with successful outcomes on O'Hare Western Access in Chicago and Illinois Tollway.

for that item of work. The CQP will clearly outline the QA/QC processes, including management and measurement for QC and QA requirements, as well as how QA interfaces with IA. Quality check points and hold points (work that must be inspected and approved by the assigned QC inspector before work can proceed) will be identified in the work plans and further discussed during the pre-activity meetings. In addition, an IA/IV program will be implemented to validate the QA process complies with the contract documents. The IA/IV program will conduct systematic and random audits, equipment and procedure verification, including companion testing.

For the \$560M Intercounty Connector project involving 10 bridges in Prince George and Montgomery Counties in Maryland, proposed Quality Manager Srinivas Gunna reviewed and approved design and construction non-conformances and verified contractor compliance with its quality assurance/quality control program through oversight inspections and audits. The project was completed on schedule despite encountering unusually wet weather, a rigorous permit process and constraints of working adjacent to residential neighborhoods.



We will establish a procedure to document, track and resolve discovered non-conformances, as well as prevent similar non-conformances from occurring on future work. The plan will address all construction elements including those completed by subcontractors and suppliers. Non-conforming products will be reviewed in accordance with documented procedures and may be either reworked to meet the specified requirements or rejected. The procedure will also address the disposition of nonconforming items and the steps necessary to verify the non-conformances have been adequately addressed.

We will perform quality audits to verify whether quality activities and related results comply with planned arrangements and to determine the effectiveness of the quality system. These audits will occur early enough in the life of the project to assure effective QC during all phases. Corrective actions will identify the root causes and institute measures to prevent the types of deficiencies identified in the audit.

Provide Instrumentation, Field Investigation, and Materials Testing Capabilities

The CQP will clearly address QA/QC procedures to ensure construction work meets contract requirements. This includes, at a minimum, procedures for inspection, sampling, testing, and acceptance/rejection of materials, plants, production, and construction; material certifications; calibration and maintenance of equipment; production process control; and maintaining environmental compliance.

Our qualified technicians will perform QC and QA sampling and testing, overseen by qualified managers. QA sampling and testing will be performed to validate the QC testing. IA testing will confirm the QC and QA sampling and testing activities are performed by qualified personnel using proper procedures and properly calibrated and functioning equipment. IA test results will not be used for evaluating material quality. However, IA test failures and/or anomalies will be analyzed and addressed.

Our trusted team member DMY has multiple AASHTO accredited testing laboratory's in the Mid-Atlantic. On mega-projects such as the Long Bridge Project, DMY will set-up, obtain accreditation through AASHTO, and maintain an onsite laboratory for all material testing and geotechnical exploration efforts.

These onsite labs are critical to timely lab results and overall project efficiencies. DMY has performed functions such as this on other projects throughout the region such as the Dulles Silver Line Metrorail Phase II (Part of the QC team) and the I-64 Segment 2 widening project both located in Virginia.



The material testing laboratories that perform QC, QA, IA, and dispute resolution testing will all be required to be accredited. The CQP will require documented procedures to control, calibrate and maintain inspection, measuring and test equipment. In the event that the QA data fails to verify the QC data, a sample of the material in question will be sent to an independent laboratory for resolution testing. If the resolution test confirms the QC data, the contractor can proceed. If the resolution test confirms the QA data, the contractor may have to perform additional tests or rework/replace the failing material.

On the Nice/Middleton Bridge project, an extensive subsurface exploration and test pile program reduced risks to both design and construction of the planned DB procurement, and to lowered contract costs and contingencies. This early investigation also helped accelerate the design process, shortening the contract duration.



We will develop specifications to require the construction contractor to install and monitor the instrumentation. We will interpret the data and provide weekly reporting of results to VPRA throughout the duration of construction. The monitoring plan will include instrumentation necessary to determine aspects such as settlement, lateral earth movement, displacement of structural elements, vibrations, changes in groundwater level, and soil pore water pressure.

We will require the contractors to develop plans for installation of instrumentation for monitoring settlement and stability of embankments as well as existing structures and facilities.

Long Bridge Partners developed instrumentation plans and specifications for the Woodrow Wilson Bridge and the Nice/Middleton Bridge projects.

Provide geotechnical engineering design and construction support services

Based on our past experiences and lessons learned on major bridge projects, we will develop comprehensive and thorough technical specifications for geotechnical work as well as QC/QA/IA processes for reviewing design and construction work.

This may include a pre-bid subsurface exploration and test pile program, providing oversight for the contractor's pre-design geotechnical investigation program, or final design and QA inspection during foundation construction.

Safety Program (3.2.1 d)

Safety is the responsibility and concern of all those involved in the project to enhance and protect the welfare of the project employees and general public.

Construction Oversight and Monitoring

To keep focused on safety, Long Bridge Partners plans to bring a dedicated safety and security manager to the project on a full-time basis. Their role will be to review, accept, and monitor the contractor's safety plan, provide on site relevant safety training, and to provide on site safety audits of our CEI staff.

Because CSXT will be using the same rail infrastructure, we will align with the CSXT Guide for Contractor Safety & Compliance. When working on or around tracks we will follow these guiding principles:

- » All work in the FRA Red Zone (within four feet from outside of the rail on each side of the track) will be done only with a CSXT, FRA qualified flagman or watchman as specified by the local engineering representative.
- » All work beyond four feet from the outside rails and within 25 feet must be done under the supervision of a qualified inspector or CSXT flagman.
- » Certain types of work done beyond 25 feet from the outside of the rails, and with equipment that will not reach beyond this point, may be done without flagging protection or a watchman. This must be approved by the local engineering representative, the area must be protected by a construction fence, and the work must be stationary (will not be used for cat plowing).
- » All work must be stopped while trains are passing within the work zone.

The iconic Oculus at the renovated World Trade Center consisted of 588 pieces, weighing in at 11,500 tons, and is 365 ft. long. Jeff and his team deployed two of the largest-capacity tower cranes ever used in New York City to lift steel members as heavy as 80 tons roughly 185 feet in the air. Given the constrained environment, safety was a major concern. The staging and logistics plan incorporated safeguards for the maintenance and protection of vehicular and pedestrian traffic, as well as identified areas for shared laydown and staging. The Fire Department of the City of New York performed daily safety walk-throughs and weekly inspections to ensure project worker and site safety.



- » All workers will remain off the tracks. If necessary to perform the work on track, protection will be provided as stated above.
- » All workers must comply with federal, state, and local laws and regulations, including but not limited to those of the Occupational Safety and Health Administration (OSHA) and FRA.

As a part of our commitment to a safe project, we will also follow our six pillars of safety:

- » Required Training - Before assigning a consultant CEI team member, we ensure all personnel assigned have the correct safety training as required by VPRA. Safety certifications include RWP Training (Per FRA Regulation 49 CFR Part 214, Subpart C), Intermediate Work Zone Traffic Control, Flagger, Nuclear Gauge Safety, OSHA 10-hour training, and, as required, any other trainings required by the contractor. Depending on the job function, confined space training, fall protection training and advanced work zone traffic control, among others, may be required. Though OSHA is a lifetime certification that does not expire, our team is committed to having each inspector attend a

On the Nice/Middleton Bridge, a full-time safety officer representing MDTA was on-site for the duration of construction activities. The contractor also had 2 to 3 full time safety personnel and a full-time on-site clinic manned by a physician's assistant. This resulted in over 1.1 million of incident free man hours.



refresher OSHA training course every five years.

- » Internal Training - Beyond the required safety training, our team has developed internal safety trainings required for all CEI staff. We utilize an online system for inspectors to learn key safety topics.
- » Job Hazard Analysis (JHA) Plans - Prior to the performance of all critical, high hazard, or specific construction activities, a JHA will be performed by the contractor, shared with the project team, and constantly monitored and updated as necessary.
- » Mentor Program - Our seasoned team mentors and “leads by example.” Their approach to safety makes an impression on our younger field staff, who feel comfortable calling senior staff to assess a potential safety issue quickly - before it becomes a problem.
- » Corporate Safety Resources - Our firms stay current on industry trends and regularly distribute safety-related media and lessons learned to employees.
- » Technology Integration - Go-Pro cameras, mounted in vehicles, will assist with documentation and inspection of work zones on this project.

Our team is adept at reviewing activities and proactively working with the contractor to reduce hazards. During preparatory meetings for an activity, our team will identify hazards, understand their probability of occurrence, and work with the contractor to mitigate them.

Work Zone Review and Oversight

Long Bridge Partners will approach all work zone setups with attention to detail, pre-planning, proactive communication, and documentation throughout the operation to ensure safety both to the workers and traveling public. We will verify all MOT phases provide the most efficient throughput for the traveling public but are also the safest for the crews working. We will:

- » Review technical requirements and contract documents related to MOT in detail, including the anticipated TMP
- » Perform site visits and identify potential modifications that may be necessary outside of the TMP or Virginia Work Area Protection Manual (VWAPM)
- » Hold regular pre-event meetings with the contractor
- » Verify the contractor has coordinated state police troopers when necessary
- » Outline safety expectations, lane closure restrictions, required notifications, potential lane closure penalties
- » Review start time for setting up signs, requirements for arrow boards, tapers, VMS signs, location and requirements of crash trucks, and emergency contact list and protocol for VDOT, CEI, and contractor personnel
- » Coordinate between VDOT and DDOT, stakeholders, and the contractor, including verifying contractor-submitted MOT and lane closure requests and advanced public notice
- » Verify the contractor calls the operations center to notify the MOT closure has begun
- » Verify the contractor's QC and QA staff monitor sign placements, taper lengths, and that barrel and cone placements conform with the approved MOT plans
- » Bring non-conformances to the attention of the QA/QC and contractor's MOT supervisor immediately in the field for correction

- » Ride the closure and document field conditions as well as any backups that may occur
- » Ride the site once the closure is complete to verify all devices and signs are removed or covered and safe for the traveling public

Our inspectors and managers will provide documentation throughout this process. Ideally the project will use PlanGrid so documents including the VDOT Work Zone Safety Checklist, photos, videos, meeting minutes, contingency plans, and incident management plans are available for the entire team to review. If any issues are encountered such as a late removal of the lane closure, a formal after-event meeting will be held to document the issue and discuss what steps will be taken in the future to avoid recurrence.

DBE and SWaM Subcontracting (3.2.1 e)

DBE and SWaM Monitoring, Reporting and Compliance

The Long Bridge Partners team brings together our joint venture members' shared cultures of diversity and passion for mentoring and supporting the DBE and SWaM community. Long Bridge Partners assembled this team to complement specialized expertise areas, increase staffing availability, and provide meaningful roles for local DBE and SWaM firms.

Long Bridge Partners' Brittany Keller, with support from our subconsultant, BTG, will be responsible for monitoring and reporting DBE and SWaM compliance for both the Long Bridge Partner team as well as the contractor teams. They will also make sure all firms are trained on reporting workforce utilization that follows VPRA, state and federal requirements.

Approach to Post-Construction Services

Continuation of Relevant Services from Pre-Construction and Construction Phase (3.3.1 a)

Long Bridge Partners will continue to provide relevant project management support services necessary to close out the construction contracts with no interruption, just as during the transition from pre-construction to construction. Key activities will include:

- » Oversee the closeout of the final punchlist items not required for substantial completion, facilitating owner occupancy
- » Review and process final invoices for payment
- » Assemble final documents for QA/QC reporting, safety program reporting, and DBE/SWaM subcontracting
- » Coordinate documentation needed for VPRA project records including record drawings for as-builts, any warranty, guaranty, and O&M manuals
- » Pursue resolution of warranty items
- » Document documentation of final pay items
- » Prepare contract files and records for transfer to VPRA and final payment and contract acceptance

Activities Necessary to Bring Project to a Conclusion (3.3.1 b)

Management of Contract Closeout, Warranties, Final Documents, Final Payments, and any other Activities to Conclude the Project

Post-construction services will commence when the contractors reach substantial completion (as defined in the CM/GC and DB contracts). We will verify the specified level of quality has been achieved for accepted elements of the work at substantial completion. Our approach to post-construction activities involves the following:

Final Completion/Acceptance

During this phase, the Long Bridge Partners Team will assist VPRA by providing oversight of punchlist and close-out items to final acceptance, necessary to allow VPRA to issue a Certificate of Final Acceptance Contractors for the work and to file a Notice of Completion.

Closeout and Turnover

Long Bridge Partners will lead resolution of any remaining outstanding issues. These often include turnover of project records (as-built drawings), O&M manuals for equipment and facilities installed, and oversight of pre-warranty expiration date checkouts. Under a Construction Manager At Risk (CMAR) contract, the contractor prepares the O&M manuals and summarizes the pre-warranty expiration date checkouts.

Project History Report

For each contract, all significant reports that have been issued during the design and construction phases will be summarized prepared by the PMSS team, providing the proper documentation, dates, and narratives for VPRA to quickly reference necessary materials.

Long Bridge Partners will provide oversight and confirmation that the contractor coordinates and expedites the completion of submittal requirements prior to contract closeout including but not limited to certificate of substantial completion, completion of punchlist work, final lien waivers, any guarantees/warranties, and the final payment application.

Also, Long Bridge Partners will prepare and submit a final cost report, summarizing total project costs, listing all change orders, and identifying any non-conformance reports, that may have a post-construction cost impact, such as a claim or other dispute. This final report will also contain a general summary of the project and should include where all project files, warranty

For the LIRR Concourse Expansion, Jeff and Keith started a working group to focus on two areas: 1) project closeout and 2) systems integration/testing/commissioning. This effort worked to identify key opportunities to ensure the schedule for project closeout, systems integration, testing, and commissioning was met. The working groups kept these topics in constant consideration, beginning with design and through construction. This effort of early proactive coordination with our stakeholders has significantly reduced a number of project risk areas. WSP involved the contractor, their subcontractors, the various end users of systems (facility and operations) and code officials which has focused efforts to review plans not only in design and through construction but helped the users of what we were building to consider operational and maintenance issues

manuals, and final documents are to be transferred to VPRA. Finally, we will prepare a final report and/or documentation based on VPRA's requirements.

Approach to Miscellaneous Services and Support

On a project as large as Long Bridge, with a contract duration of nine years, Long Bridge Partners expects to be asked to provide additional, miscellaneous services.

Other Engineering/Support Services (3.4.1 a)

We stand ready to fulfill requests for as needed engineering and support services. We have a deep bench of resources across every discipline in design, construction, project controls and administration, commercial management, stakeholder

management, and public outreach that might be needed and can assist VRPA at a moment's notice to deploy the resources and fulfill requests.

Compliance Support Services and FTA/FRA Reporting (3.4.1 b, d)

A range of information and reporting is needed to support state and federal grants including development of policies, procedures, and/or systems. Preparation and submittal of reports to federal and state agencies such as FTA, FRA, and agencies of the District of Columbia and Virginia are an important part of the reporting required.

For example, for FTA, reports such as the Federal Financial Report (FFR) and Milestone/Progress Report (MPR) is submitted quarterly to FTA that the project is progressing on time and within budget, is demonstrating control and competence in executing the project, and meets all project requirements. This is also used to determine if there are issues that may require FTA resources to resolve. Other reporting required quarterly or triennially includes the FFR and Civil Rights Reports.

Long Bridge Partners is prepared to support VPRA with review of contract administration systems, procurement processes and systems, review of project data to ensure the accuracy and reliability, and development of a variety of reports, data, dashboards, and other information as needed.

CAD Integration (3.4.1 c)

Long Bridge Partners is experienced across an array of CAD products that VPRA may rely on for the delivery of the Project. Typical railroad projects utilize the Bentley MicroStation platform, where alignments, profiles and related geometry can leverage powerful modeling to calculate detailed layouts for the project. Our team is fully versed in such platforms and is prepared to drill into the CAD details as the project may require. Our Project Controls team will host conformed CAD drawings for use by project stakeholders as appropriate, potentially including designers, contractors, and technical PMSS resources. These CAD files will be checked for accurate state plane coordinates and translated into applicable CSXT coordinate systems as required to comport with industry standard design practices.

Project Labor Agreement (3.4.1 e)

Our team has helped negotiate and comply with several large agency labor agreements across the country for clients throughout the Northeast Corridor, and for rail agencies.

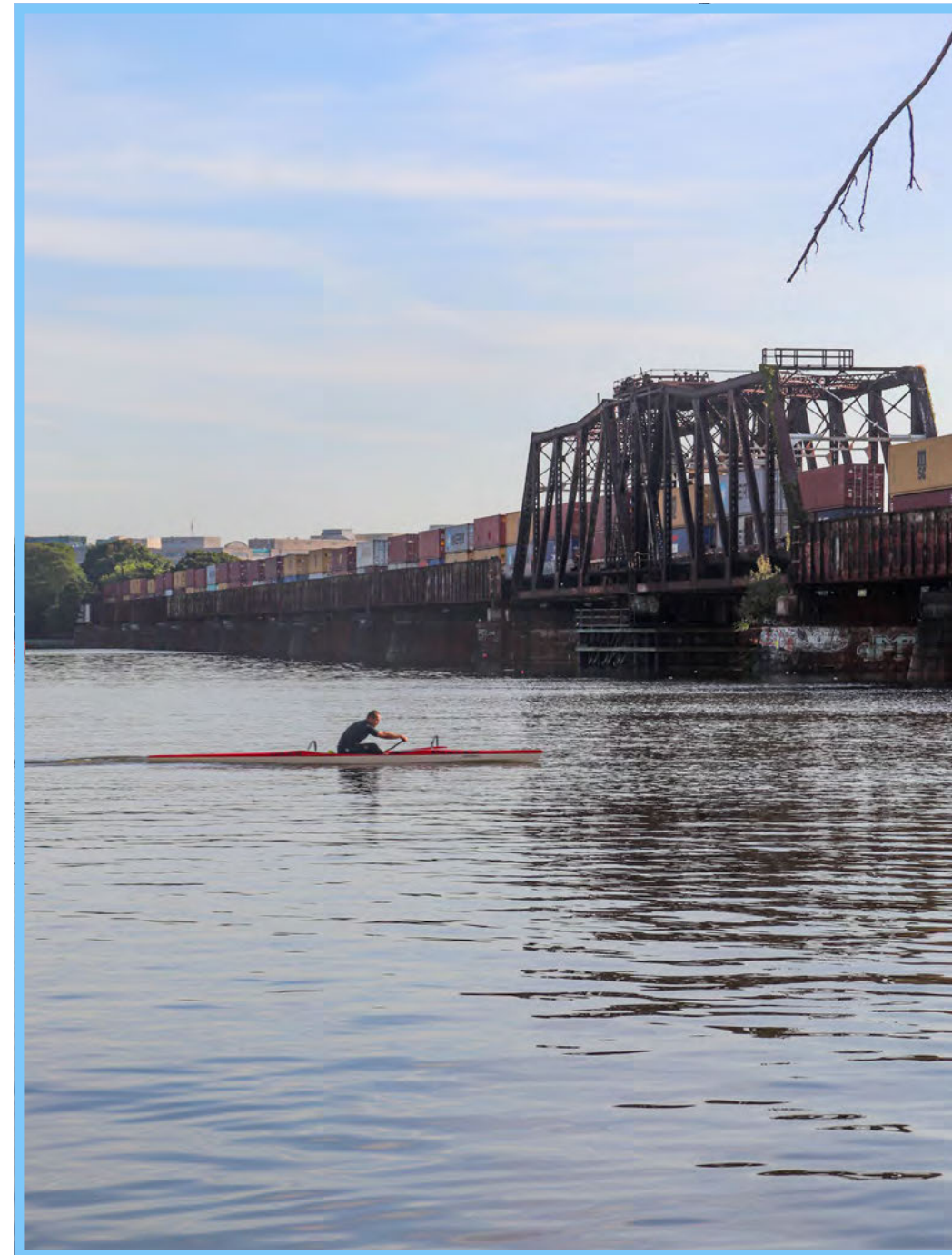
We will support VPRA in negotiating and/or administering a Project Labor Agreement if desired.

Office Space (3.4.1 f)

Long Bridge Partners manages a nationwide portfolio of over 250 offices, many of which are dedicated project offices. Each project office is customized to meet a project team's needs while co-locating both client staff and consultant teams from a multitude of firms. Long Bridge Partners' firms' DC office space can host large meetings within walking distance from key project stakeholders.

WSP also has a dedicated workplace team that manages its national portfolio of office spaces and can make that team available to partner with VPRA to finding the ideal project office space as follows:

- » Preliminary assessment of needs (budget, location, square footage/number of people to accommodate, desired amenities)
- » Review of potential locations
- » Site visits to preferred locations and ranking of preferred properties
- » Review of outcome of discussions with perspective landlords
- » Letter of intent to two or three properties to obtain further details on the lease and commercial and legal terms
- » Selection of property and negotiations
- » Fit out of space



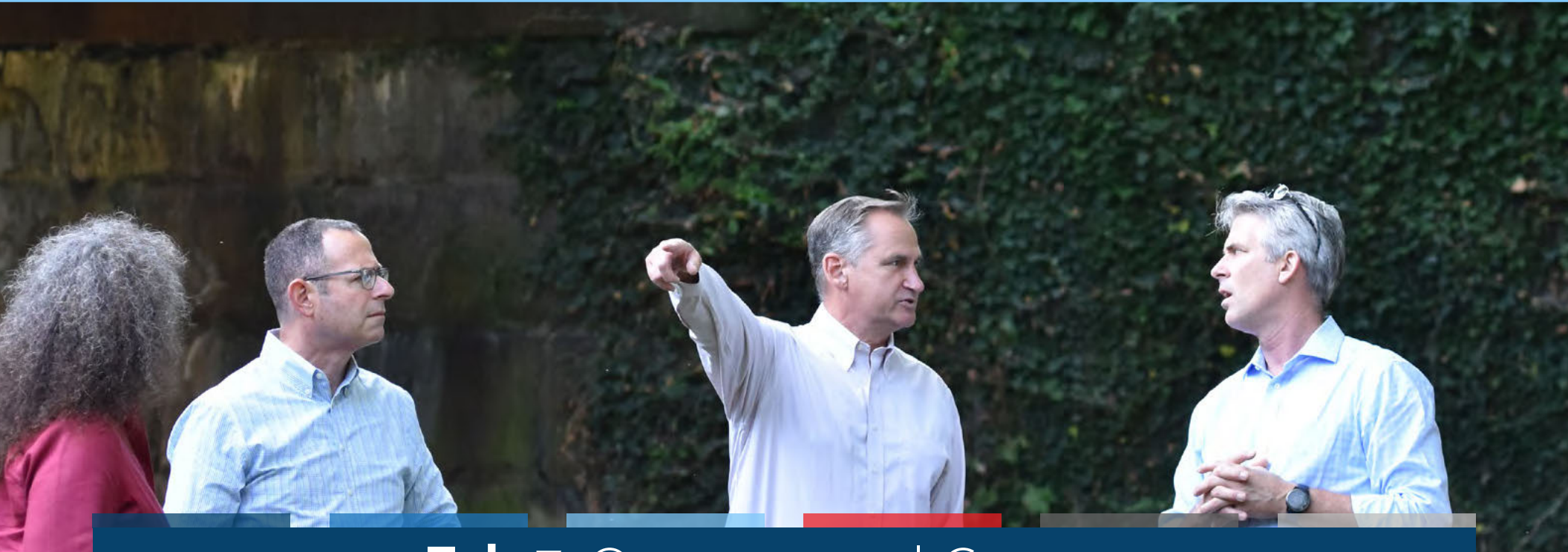


I know environmental management is a key element for success. I look forward to leading our team through the process through efficient coordination, compliance, efficient and timely responses to concerns, and a focus on implementable solutions.



Kate Traut, PWA, ISA-CA, QP
Environmental Manager





Tab 7: Organizational Capacity

A joint venture of WSP and RK&K, Long Bridge Partners brings robust organizational capacity that minimizes risk as VPRA realizes the Long Bridge project.

We understand the complexities of the requirements and logistics for this multi-phase project and the necessity to advance design, permitting, and construction packages in the next two years so that construction begins in 2024 and is complete by 2030. We have built our team to ensure adequate capacity through surge periods of the project and to ensure we meet schedule, scope, and budget. We have local delivery capability through our more than 2,440 staff in the national capital region and can pull the best resources from our specialty subcontractors and from our offices nationally.

Rolando Amaya (WSP) and Mimi Kronisch (RK&K) are the Principals-in-Charge for this project with authority and responsibility within their firms to ensure adequate resources are dedicated to the project. They bring a wealth of experience managing large teams working on complex and innovative transportation programs requiring multi-disciplinary teams and extensive coordination with stakeholders. Critically, they also bring an understanding of VPRA, Transforming Rail in Virginia, and the Long Bridge project requirements. As Project Principals, they are committed to providing all necessary resources to the Long Bridge Partners team to effectively deliver a successful project. As partners, WSP and RK&K have undertaken project delivery for \$200B in infrastructure projects over the last decade, which proves our capacity to deliver on schedule.



Strong Ability to Fulfill SOW on Schedule through our Human & Financial Resources

As Long Bridge Partners, WSP and RK&K have the human and financial resources to fulfill the Long Bridge project's needs. Our depth of relevant resources globally, nationally, regionally, and of course, locally will allow Long Bridge Partners to be agile as needed services scale up and down throughout the nine year duration of the contract.

Human Resources

WSP USA has over 12,000 employees in 200 offices whose expertise can be supplemented by the additional 63,000 WSP staff globally. Within Virginia, DC, and Maryland, WSP employs more than 900 professionals.

RK&K employs approximately 1,400 multi-disciplinary staff specializing in infrastructure improvements. This includes over 235 engineers, technicians, and construction managers/inspectors in Virginia, more than 30 support staff in DC, and more than 420 staff in Baltimore, MD.

Together with our subconsultant partners, our combined Long Bridge Partners team includes more than 2,440 professionals, offering VPRA a tremendous depth of staff resources. To ensure work is completed

in a timely manner, we will leverage our depth of staff to assign the right personnel to each task right from the beginning. Furthermore, staff are assigned with the expectation and requirement that they will be involved throughout the life of the project. Assigning the right staff requires teamwork and collaboration across the team and offices to ensure VPRA benefits from the most qualified individual(s) available. We established our joint venture as one team and our organizational model is centered on project delivery. Our structure allows for nimble and quick response to new assignments, and timely completion of project tasks. We are committed to doing what it takes to achieve a successful project that satisfies VPRA.

Measures to Ensure Available Staff Resources

Through our PMP, we will develop an execution strategy to successfully staff the team to schedule. For projects of this size and duration, we look at long- and short-term requirements. As a long-term control measure, we maintain a resource database and a resource planning schedule to balance resources and needs as the project teams approach milestones. In the short term, monthly staff meetings validate allocation of resources and allow for quick staffing adjustments.

Investment in our Human Resources

Long Bridge Partners is committed to investing in our employees from interns to seasoned professionals with mentor-mentee programs, capacity building initiatives and engagement with professional associations and organizations. In addition to internal capacity building, we also mentor small businesses to help further their business goals. We continuously look for new opportunities to involve and mentor new DBE/MBE/SBP/MBP firms working in the Washington Metro area. We are invested in the growth of our teaming partners through:

- » Meaningful work to match growth strategies
- » One-on-one work as partners to discuss growth and direction
- » Mentorship to improve corporate skills
- » Training to enhance staff capabilities
- » Coaching to build business acumen

Our team is comprised of multiple large and small firms available to provide support in various service categories. This helps to ensure that our team has the capacity to accommodate surges in workload.

Financial Resources

Neither WSP nor RK&K has any bankruptcies, pending litigation, planned office closures or impending mergers that may impede our ability to complete the project.

WSP's Financial Capacity

WSP USA's average revenue over the past three years exceeds \$1B, with the expectation of continued growth, and additional access to funding from its ultimate parent WSP Global Inc. WSP has significant working capital. In 2021, WSP USA reported a net income of \$88.7M on net sales of \$1,868.3M with an operating cash flow of \$153.5M and a working capital of \$382.2M. This

level of operating cash flow demonstrates our team's ability to adequately staff this project, including paying subcontractors on time. WSP USA has insurance in force, in excess of US \$1M, to provide sufficient measures for the Authority's protection against negligent acts, errors, or omissions during the course of our involvement in this contract as well as Workers' Compensation and Employer's Liability, Commercial General Liability, and Automobile Liability.

RK&K's Financial Capacity

RK&K has the financial capacity to provide the referenced scope of services and we have measures of protection for the Commonwealth of Virginia against errors and omissions. RK&K is in sound financial condition and has the financial capacity to provide the services required under this contract. Since our founding in 1923, RK&K has maintained a solid financial position and ensures that the firm holds substantial working capital. In addition, RK&K has a \$12M line of credit with Bank of America. RK&K maintains professional liability insurance well in excess of VPRA's minimum requirements. This includes expanded pollution coverage (HAZMAT) as an endorsement to the RK&K basic practice policy. This insurance provides coverage for damages due to errors or omissions by RK&K in the performance of these services. This insurance is provided by the Lexington Insurance Company under Policy No. 020720875. RK&K also maintains Comprehensive General Liability Insurance, Workman's Compensation Insurance and Comprehensive Automobile Liability Insurance.

Location of Offeror's Primary Office and Key Personnel Primary Office

Long Bridge Partners Primary Office

We plan to co-locate key staff with the Long Bridge project team. Our primary office supporting the project team is 1250 23rd St. NW, Washington, DC 20037. This office location serves as the center of our work in the DC area and for the federal government. Through this office, we can provide the Long Bridge project team reachback expertise in everything from archaeology to project scheduling— all within five miles of the Long Bridge project location. Additionally, we have a conference and training center that can accommodate up to 150 people. This space is available for partnering sessions and other meetings. In addition to the DC office, we have multiple offices in Virginia, DC, and Maryland, staffed with over 2,440 professionals.

HUMAN RESOURCES		
★ Team Personnel ★		
DMV	Nationally	Globally
2,440+ Staff	20,000+ Staff	63,000+ Staff

Key Personnel Primary Office

Our key personnel, in **Figure 20**, will all be located at project office or at our Washington, DC office if space is not available at the project site. They are each available **and committed 100%** to the project.

Figure 20: Project staff location

Role	Name	Current Location	Location after Contract Start
PMSS Project Manager	Jeff Ryscavage, PE, PMP	Alexandria, VA	Long Bridge Project Office
Project Controls Manager	Jovita Stander, PMP, PMI-SP	Houston, TX	Long Bridge Project Office
Engineering Manager	Robert Smythe, PE	Washington, DC	Long Bridge Project Office
Construction Manager	Lee Yowell, PE, CCM	Richmond, VA	Long Bridge Project Office
Stakeholder Manager	Henry Kay, AICP	Baltimore, MD	Long Bridge Project Office
Environmental Manager	Kate Traut, PWS, ISA-CA, QP	Baltimore, MD	Long Bridge Project Office
Public Outreach Manager	John Undeland	McLean, VA	Long Bridge Project Office

Current Workload in the Mid-Atlantic Region

In the Mid-Atlantic Region, WSP has over 100 active projects and RK&K has over 40 active projects greater than \$5M, totaling more than \$2.5B. This Long Bridge project is well within our capacity.

Figure 21: WSP & RK&K current workload in the Mid-Atlantic Region

Current Workload in the Mid-Atlantic Region							
Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
WSP USA Inc.							
Rt. 80WB McBride-Polify Reconstruction	LTA2042830	New Jersey Department of Transportation	WSP performed concept development studies, and is currently providing the preliminary, final design, and construction support services to improve the safety and operation of Interstate 80 westbound stretch from Milepost 56.4 to Milepost 65.4.	\$30,094,289	71%	6/30/18	12/31/29
Purple Line Program Management	173227	Maryland Transit Administration	WSP is in joint venture for the program management and construction management of the project. Provided support throughout the P3 solicitation process and document preparation, including technical provisions and performance requirements. Services included planning, engineering, ridership forecasting, environmental impact analysis and documentation, cost estimating, and construction administration. We also assisted with documentation requirements to obtain a \$900 million federal capital grant.	\$45,095,338	85%	7/23/10	12/31/26
Hedge Road FD	LTA2023080	Pennsylvania Turnpike Commission	WSP is the lead design engineer for preliminary engineering and final design of the Total Reconstruction of MP 302 to MP 308 of the mainline PA Turnpike system in Chester County, PA. The project will completely reconstruct and widen approximately six miles of the turnpike system in an environmentally-sensitive area. The project includes two early action bridge replacements and one bridge elimination in addition to roadway, drainage, stormwater management, utility relocations, right-of-way acquisition, signing, and traffic control.	\$20,975,605	29%	7/3/13	12/31/29
SR 1 SEC 100 PE	LTA2023024	Pennsylvania Department of Transportation	WSP is providing design services for this project that extends along United States Route 1 from 2,000 feet south of the State Route 0472 (Lancaster Pike) interchange bridge to approximately 4,000 feet north of the State Route 0896 (Newark Road) interchange bridge. The project will consist of full reconstruction as the roadway has experienced significant deterioration and reached the end of its serviceable life. The roadway reconstruction will include measures such as shoulder widening, interchange ramp upgrades, and bridge vertical clearance adjustments to bring the highway up to current design standards.	\$13,834,584	43%	3/29/06	12/31/29
SR 95 BS4 Part VIII	LTA2022941	Pennsylvania Department of Transportation	WSP is providing preliminary design, final design, and construction support services for three separate phases (BR0, BS4, and BS1-3) to widen and reconstruct Interstate 95 in the vicinity of the Betsy Ross Bridge and Bridge Street Ramps. Improvements include extensive relocations and realignments necessary to reconstruct the highway while maintaining six lanes to eight lanes of traffic. Also included is the 1.5-mile extension of Delaware Avenue from Buckius Street to Tacony Street that will be an Interstate 95 detour route in emergencies.	\$5,076,097	100%	4/15/15	12/31/29
SUP Ramps	LTA2021752	Port Authority of New York & New Jersey	WSP is providing design services for the dehumidification of the main cables and replacement of the main cable hand rope, sidewalk, and suspender at the George Washington Bridge.	\$27,469,077	91%	5/21/09	12/31/29

Current Workload in the Mid-Atlantic Region

Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
Rt 76/676 Bridges & Pavement	LTA2000663	New Jersey Department of Transportation	WSP performed concept development studies to replace the existing bridge superstructures within the project limits to improve structural deficiencies, provided a consistent design life, consolidated traffic impacts to a few closely spaced seasons, and is currently providing preliminary and final design and construction support services for a highly trafficked roadway. This section of Interstate 76 and Interstate 676 has 10 to 11 lanes of traffic with approximately 180,000 to 200,000 vehicles per day. The project utilized accelerated bridge construction with prefabricated superstructure units and prefabricated substructure components per the traffic and staging requirements. The detailed design and analysis were performed using all elastomeric expansion bearings with a deck extension jointless abutment. Prefabricated units were detailed to optimize pick weights and minimize on-site construction using ultra-high-performance concrete as per Federal Highway Administration guidance. All design and detail conformed to the New Jersey Department of Transportation's 2016 Sixth Edition Bridge Design Manual and American Association of State Highway and Transportation Officials Load and Resistance Factor Design Eighth Edition design requirements as well as coordination with Conrail design requirements.	\$26,104,646	68%	4/18/11	6/1/26
U-2719/U-4437 I-440 Widen	LPMA2043504	North Carolina Department of Transportation	WSP is providing construction engineering and inspection services on this design-build project involving the widening of Interstate 440 (I-440)/U.S. 1. The U-2719 project will widen approximately 6.5 miles of I-440 from a four-lane section to a six-lane divided facility. The U-4437 project will create a grade separation between Blue Ridge Road and Hillsborough Street, multiple railroad tracks, and Beryl Road. Project elements are maintenance of traffic, structures, environmental compliance, railroad coordination, public outreach, and intelligent transportation systems.	\$24,558,159	33%	6/29/19	8/1/23
Baldwin-Scheduler	LPMA2043374	Port Authority of New York & New Jersey	WSP is performing on-call construction management and construction inspection services for Port Authority of New York and New Jersey. For each assignment, WSP maintains quality, schedule, and budget, ensuring first that the plans and specifications reflect the needs of the Authority and that the project is, in turn, constructed in accordance with those requirements.	\$6,364,721	85%	6/30/18	3/31/23
WSSC INSPECTION SVCS-OY2	LPMA2042766	Washington Suburban Sanitary Commission	WSP is providing consultant inspection services to Washington Suburban Sanitary Commission. Under this contract, WSP will provide full-time construction inspectors to inspect and document water and sewer pipeline construction work, qualified personnel to perform contract management of water and sewer contracts, administrative professionals to support the contract, senior information technology professionals, and computer-aided design drafting technicians to support the contract.	\$21,637,943	75%	1/15/20	4/19/23
PANYNJ Bus Term Redevlp	LPMA2042654	Port Authority of New York & New Jersey	WSP is the program manager for the replacement of the existing PANYNJ Bus Terminal in the Times Square district of New York City serving over 230,000 passengers daily. Under this contract WSP is responsible for development and implementation of the Project Management Plan, constructability and value engineering, project controls systems, stakeholder coordination and community outreach, and procurement planning and packaging.	\$9,244,875	97%	2/14/18	12/31/23
BED809 - Avenue S Water M	LPMA2041974	City of New York Department of Design & Construction	WSP is providing resident engineering and construction inspection services for infrastructure projects involving highways, sewers, and/or water mains.	\$26,886,588	62%	1/15/20	12/31/29

Current Workload in the Mid-Atlantic Region

Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
EWB Doc Cntrl-H. Wietfeldt	LPMA2041688	Port Authority of New York & New Jersey	WSP provided program and project management services associated with the redevelopment of Terminal B at Newark-Liberty International Airport. The initial assignment included WSP's designation of a principal on-site project manager to direct the planning, design, and implementation of the new facility.	\$5,653,824	89%	12/1/16	12/31/29
Altus AFB - Monitoring	LFA2004872	US Army Corps of Engineering - Kansas City District	WSP conducted subsurface explorations of soil and groundwater contaminated with polychlorinated biphenyls, volatiles, and semi-volatiles (supporting extensive community relation efforts during residential property soil sampling) and chemical sampling investigation of contaminated sediment, surface water, and porewater along a 9-mile swath of Bound Brook and its floodplain soils.	\$28,378,015	64%	6/27/15	12/31/29
NL Industries Superfund	LFA2001764	US Army Corps of Engineering - Kansas City District	WSP is providing planning services for various projects.	\$25,651,990	22%	1/15/20	12/31/29
CMF for National Disast A	LEA2005271	New Jersey Department of Environmental Protection	WSP is providing planning and advisory services for projects under this work order contract. The project provides a \$230 million comprehensive urban stormwater management program that takes a multi-faceted approach intended to address flooding from both major storm surges and high tide, as well as from heavy rainfall events. The project consists of a resist structure that includes hard infrastructure (i.e., walls, gates, and supporting drainage features) for coastal defense, as well as soft (i.e., landscaping and public amenity) improvements. The resist structure also includes the sewer separation modification, a new storm sewer system, on the "exterior" side of the resist structure (both in the north and south) to redirect storm runoff away from the combined sewer system. River Basin Dynamics and Management was developed as part of a design competition sponsored by the U.S. Department of Housing and Urban Development in the aftermath of Hurricane Sandy to find effective ways to protect people, homes, businesses, and infrastructure, and to increase resilience in Hurricane Sandy-affected regions of northern New Jersey. The NJDEP has identified that increasing the drainage capacity of two major drainage channels in the area, known as East Riser Ditch and Losen Slote, would help drain away flood water during frequent rainfall/storm events faster and more effectively, ultimately reducing flooding in the area. Secondary goals include increasing the infiltration of stormwater by creating green infrastructure components around the project area, which would reduce the amount of stormwater runoff from the project area, and the enhancement of the open spaces by providing amenities to the public. The design includes drainage channel improvements, two separate force main and pump station installations to improve channel conveyance of floodwaters, green infrastructure, and enhanced open space and parks.	\$16,087,977	60%	6/27/15	12/31/29
Higbee Beach - CM Service DNU	LEA2002101	New Jersey Department of Environmental Protection	WSP has managed more than 150 environmental investigation and remediation sites since 1998 throughout the state of New Jersey as a part of the three consecutive task order contracts awarded for these services on behalf of the New Jersey Department of Environmental Protection. Work is performed under the terms of three ongoing indefinite quantity contracts that require rapid mobilization and local resources sufficient to handle multiple concurrent and complex projects.	\$12,159,399	19%	1/15/20	12/31/29

Current Workload in the Mid-Atlantic Region

Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
Dearcop Farm RA	EEA1705007	New York State Department of Environmental Conservation	WSP is providing professional services for managing site characterizations, remedial investigations, and feasibility studies; detailed design of comprehensive remedial designs; professional oversight of remedial actions and construction; analytical quality assurance and quality control activities; site response activities and interim remedial measures; site management; citizen participation activities; health and safety plan development and/or review; potential responsible party and third-party oversight and search activities; soil vapor intrusion investigations; environmental monitoring; oil spill prevention; and other remedial activities.	\$14,768,977	43%	9/9/20	7/21/24
G&A - Eighteen mile Crk OU3 RIF	EEA1009345	US Army Corps of Engineering - Kansas City District	WSP is providing the Army Corps of Engineers, Kansas City District with site assessment/site remediation for various locations.	\$9,456,819	53%	10/2/15	1/23/23
134th Street Inlet Pipe repair	EEA1000891	Williams Gas Pipeline/Transco	WSP is providing environmental planning services for the coastal bay restoration project, a 37-mile pipeline expansion project with both onshore and offshore components.	\$40,658,031	57%	10/1/08	12/31/23
NIH - Building40A - Arch/MEP	B1911890	National Institutes of Health	WSP is providing full architectural/lab planning, structural, mechanical, electrical and plumbing, civil engineering, and landscape architecture services for a five-story, 65,000-square-foot Vaccine Research Center Laboratory Expansion Building. This biomedical research facility will primarily house biosafety level-2, although there will be some space with biosafety level-3 practices, vivarium, full story interstitial, and administrative space.	\$6,327,536	93%	4/26/19	12/31/29
NYCEDC NY MEP	B1810685	New York City Economic Development Corporation	WSP, as a subcontractor, is providing laboratory planning and design; mechanical, electrical, and plumbing engineering services; and design of the cogeneration system. The new 230,000-gross-square-foot laboratory facility includes laboratories and support spaces; offices; a walk-in clinic; and administration, mechanical, and circulation spaces, as required.	\$6,456,616	81%	9/18/18	12/1/25
50 Hudson BR Hot Wtr Heating	B1605655	Related Hudson Yards	WSP is providing systems engineering services for this 65-story mixed-use building in the new Hudson Yards development, which will be New York City's fourth largest commercial office tower when completed in 2022. When complete, 50 Hudson will stand at 985 feet tall and provide access to the No. 7 Subway station. The tower will offer large floorplates, outdoor terraces, and exceptional views of the Hudson River.	\$9,486,853	90%	6/28/16	2/1/26
RTE 42 ARDMORE DESIGN	52191	New Jersey Department of Transportation	WSP has been hired by the New Jersey Department of Transportation to provide preliminary engineering and final design services for the restoration of Route 42, which runs from Ardmore Avenue to the Camden County Line. Improvements will include a mill and overlay and upgrades to address Americans with Disabilities Act deficiencies. The firm also will replace eight traffic signals and provide a new intelligent transportation system cable extension.	\$9,519,969	80%	6/23/14	8/23/23
PULASKI SKYWAY REHAB	52180	New Jersey Department of Transportation	WSP has been hired by the New Jersey Department of Transportation to provide design services to rehabilitate the 3.5-mile-long Pulaski Skyway structure. The project consists of steel member defect repairs, existing deck replacements, and the painting of the entire structure. In addition, a study is being done to determine an alternative analysis, regional traffic impact assessment, and community outreach. All analyses were performed in accordance with the New Jersey Department of Transportation Bridges & Structures Design Manual, AASHTO Load and Resistance Factor Bridge Design Specifications, and the 2009 AASHTO Guide Specifications for Load and Resistance Factor Seismic Bridge Design.	\$7,801,677	90%	10/11/13	2/15/25

Current Workload in the Mid-Atlantic Region

Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
Rte 72 Manahawkin Bay Bridge Replacement	52105	New Jersey Department of Transportation	WSP was responsible for preliminary engineering and environmental services for a new bridge parallel to and south of the existing Manahawkin Bay Bridge, as well as rehabilitation of the existing bridge and three trestle bridges. The new 2,500-foot-long, two-lane bridge adds critical capacity to accommodate both visitors and full-time residents, especially during emergencies when its wide shoulders can be converted into travel lanes to support evacuations. The resilient design enables the bridge to withstand winds in excess of 120 miles per hour, 500-year floods, large sheets of ice, and seismic events.	\$44,579,129	94%	5/6/09	12/31/24
Schalks Crossing Bridge Over Amtrak Design	52032	New Jersey Department of Transportation	WSP is providing New Jersey Department of Transportation with preliminary and final design of the replacement of this five-span continuous steel through-girder bridge over Amtrak's Northeast Corridor (four electrified railroad tracks) in the townships of Plainsboro and South Brunswick. This project involves complex demolition schemes of the existing bridge over one of the most heavily travelled rail routes, haunched steel girders that will be launched over Amtrak property, retaining walls, and utility relocations.	\$7,693,460	54%	2/22/07	12/31/23
TO #16 BEB/ CHARGING/ PUREX	51303	Nassau County Department of Planning - NY	WSP identified viable transportation and land use alternatives for mitigating traffic congestion and fostering long-term economic development in the county's downtown area, the Nassau Hub. The firm developed requests for proposals and managed the environmental and design team's efforts, including technical tasks, reporting, scheduling, and budget control, for the Nassau County Department of Planning.	\$5,963,316	74%	11/5/08	12/31/24
East Side Access Project GEC-Design	51057	Metropolitan Transportation Authority (NY)	WSP, in joint venture, is providing engineering design services during construction of the East Side Access project connecting Long Island Railroad to Manhattan's East Side with a new 6-mile-long tunnel and a new underground station connected to the Grand Central Terminal. Other new components include stations in Sunnyside and Queens, a storage yard, tunnels at the western end of the 63rd Street tunnel, four ventilation plants, and reconfiguration/modernization of the Harold Interlocking. Bringing Long Island Railroad trains to Grand Central Terminal and providing a direct connection to Manhattan's East Side, the approved Metropolitan Transportation Authority Capital Program includes completion of preliminary and final design and construction.	\$164,512,107	99%	8/5/04	12/31/22
G&A - Upper Hudson River Remedy	31800192	US Army Corps of Engineering - Kansas City District	WSP is providing environmental services for the USACE Kansas City HTRW program.	\$13,111,186	2%	12/20/21	6/13/27
PMSC Program Management Direct	31800130	United States Postal Service	WSP, through a Joint Venture, is providing program management for the provision of a broad range of services from facilities planning and assessments, to architecture/engineering design for rehabilitation of existing and construction of new facilities, to construction, construction management, and commissioning.	\$20,132,254	41%	3/4/21	11/1/31
CM-1630 IQC CM&IS Fed On-Call	31500040	New York City Transit Authority	WSP will provide indefinite quantity consultant construction management and inspection services for federally funded New York City Transit Capital Program projects and miscellaneous Metropolitan Transit Authority construction projects.	\$18,947,943	66%	1/23/20	1/6/24
RGE PMO-PM Support Svcs	31300010	Avangrid Services Compant	WSP is providing project management training and services to Avangrid staff.	\$5,512,062	54%	5/19/20	12/31/24

Current Workload in the Mid-Atlantic Region							
Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
Transurban Other Svc	31100001	TRANSURBAN (USA)	WSP is managing and performing all maintenance activities associated with roadway, structures, drainage, roadside, vegetation and aesthetics, lighting, traffic services, Interstate 95/Interstate 395 reversal support, and incident management for express lanes under a five-year Express Lanes Operations and Maintenance Services contract in Northern Virginia for Interstates 495, 95, and 395, the Fredericksburg Extension (Fred Ex), and the 495 Express Lanes Northern Extension.	\$30,207,064	0%	8/25/21	11/10/26
NYSDOT D038197 Region 8 (MR)	30901939	New York State Department of Transportation	WSP is providing project coordination and office support, quality control, and field services necessary to complete bridge inspection, inventory, and load rating work (including load testing that may be added, at the Department's discretion) for structures identified by the New York State Department of Transportation. Biennial and interim bridge inspection results will be documented using photographs, sketches and remarks in accordance with the Department's bridge inspection manual.	\$17,968,802	52%	6/6/22	5/31/26
D038172 Gowanus Viaduct Reg 11	30901863	New York State Department of Transportation	WSP is providing commissioning services for construction inspection services and painting and steel repairs to the Gowanus viaduct on Interstate-278 in Kings County, New York City.	\$7,685,675	3%	5/4/22	6/30/26
NJTA Bridge Deck Reconstruction MP83-88	30901621	New Jersey Turnpike Authority	WSP is providing technical and administrative support for the supervision of construction services for Contract No. T100.523, Bridge Deck Reconstruction, Milepost 83 to 88.	\$16,215,000	11%	1/21/22	12/31/25
CS00001M PMC PAV	30901592	Metro-North Commuter Railroad Company	WSP is providing project management consultant and general engineering construction services for the replacement of a section of the Park Avenue Viaduct north of the Grand Central Train Shed. The viaduct is an elevated steel structure that carries four tracks over Park Avenue. All trains from the Hudson, Harlem, and New Haven lines cross this viaduct to enter Grand Central Terminal. WSP is involved in the preliminary design phase, request for proposal development, and construction phase.	\$51,171,370	0%	1/5/22	12/1/26
Penn Station Access PMC	30901591	MTA Construction and Development	WSP is providing project management consultant services to assist the client in administering, overseeing, and ensuring completion of the Metro-North Railroad Penn Station Access Project on schedule and within budget. Services include project management; commercial and cost management; change management; cost estimating; risk monitoring and mitigation; value engineering; schedule reviews and time impact analyses; operations management; track outage, work train, and worker protection services coordination; safety and security services; quality assurance services; real estate acquisition support services; design compliance oversight; construction compliance oversight; design quality oversight; construction quality oversight; environmental compliance oversight; construction testing and inspection; commissioning and acceptance oversight; community outreach services; and stakeholder management services.	\$39,831,875	12%	1/5/22	2/29/28
GWMP North DB	30901567	Federal Highway Administration - Eastern Federal Lands Division	WSP is responsible for the rehabilitation and reconstruction of the George Washington Memorial Parkway from Sprout Run Parkway to Interstate 495. The project consists of the reconstruction of approximately 7.5 miles of the northern section of the George Washington Memorial Parkway, reconfiguration of existing roadway geometry at the Route 123 interchange to improve safety, and the rehabilitation of the Central Intelligence Agency interchange in Fairfax and Arlington counties, Virginia.	\$8,873,527	48%	12/21/21	12/31/25

Current Workload in the Mid-Atlantic Region

Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
Route 28 Bypass	30901470	Prince William County, VA	WSP is preparing engineering design plans for the construction of the Route 28 Manassas Bypass in Prince William County, Virginia. The project objectives are to improve traffic conditions, promote safety, improve land use development accesses, and enhance the visual aesthetics throughout the entire length of the Route 28 Corridor, Godwin Drive, and Lomond Drive while mitigating the environmental sensitivity of the location.	\$15,463,119	13%	11/9/21	12/31/25
NJT Interchange 1-4 Widening	30900938	New Jersey Turnpike Authority	WSP is responsible for widening of one additional lane in each direction to the existing four-lane New Jersey Turnpike from Interchange 1 exit (Route 49) to just north of the existing Interchange 4 connecting to the existing six-lane New Jersey Turnpike mainline. Additionally, geometric and operational needs for all interchanges, ramps, toll plazas and service areas within the program limits will be considered. The approximate limits of the entire program are from Milepost 0.0 to Milepost 36.5, totaling approximately 36.5 miles through 16 communities in four counties within southern New Jersey.	\$5,574,804	70%	4/1/21	12/31/23
Newark Bay - Hudson County Extension Bridge Replacement	30900771	New Jersey Turnpike Authority	WSP is providing conceptual and preliminary design services for the New Jersey Turnpike Authority's 8.1-mile reconstruction of the Newark Bay-Hudson County Extension. Project limits for WSP include the segment from Turnpike Exit 14 to 14A and include new ramps, viaduct, and approach structures as well as two new complex bridges over Newark Bay.	\$8,135,000	70%	2/3/21	4/30/23
US 1&9 at I-278 Interchange Improvements	30900539	New Jersey Department of Transportation	WSP is providing design services for this Route 1&9 Interchange at Interstate 278 project, which provides for much needed direct connections in Linden and Elizabeth, New Jersey to and from Route 1&9 southbound to Interstate 278, leading directly to the Goethals Bridge connecting to Staten Island. The project includes two bridges over Route 1&9, including a 3-span curved bridge with integral piers, numerous walls and extensive coordination with high pressure gas utility lines.	\$5,880,184	8%	10/13/20	10/22/26
SR 95 Section BS2 Construction Services	30900401	Pennsylvania Department of Transportation	WSP was selected as a major subcontractor for the reconstruction of Interstate 95 Bridge Street Ramps Interchange. In addition to replacing aging infrastructure and increasing the capacity of Interstate 95, the project will take advantage of the unprecedented opportunity to re-imagine the interstate for those that live adjacent to it.	\$8,309,845	66%	8/21/20	6/22/27
MTA Comms & Security	30900393	Maryland Transit Administration	WSP is providing the Maryland Transit Administration with communications and security systems engineering services for bus, Metro rail, light rail, and commuter rail environments. Services consist of design, inspection, quality control, development and evaluation studies, communications system integration and interfaces, resident engineering support, construction management, and other miscellaneous related engineering services.	\$5,139,450	57%	8/19/20	6/17/25
TO 20019 WZTC Reviews & Instr	30900283	Virginia Department of Transportation	WSP is providing personnel to augment Virginia Department of Transportation staff.	\$7,011,521	85%	7/7/20	6/1/24
GEC On-Call Design Services; Contract No: FQ19172	30900302	Washington Metropolitan Area Transit Authority	WSP, in joint venture, is responsible for this multi-vendor, multi-award engineering services on-call contract to address engineering needs of the Washington Metropolitan Area Transit Authority. Services are expected to include a broad range of transit system engineering and architecture, including Washington Metropolitan Area Transit Authority's rail system, rail vehicle engineering and bus/garage facilities.	\$25,000,000	68%	6/12/20	8/1/23

Current Workload in the Mid-Atlantic Region							
Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
CBD Tunnel Plinth Rehab	30900130	Port Authority of Allegheny County	WSP is providing the construction management services for the West Mifflin Garage perimeter paving, including construction of new concrete and asphalt pavement, new inlets and drainage, new curbs and walkways, removal and replacement of diesel and gasoline fuel tanks, pumps, and dispensers.	\$9,546,522	48%	4/8/20	5/1/24
BNG WA IDIQ ADA	30900087	National Railroad Passenger Corporation Amtrak	WSP was selected as Amtrak's Designer of Record for their Americans with Disabilities Act Stations Program to provide design and construction phase services support for station upgrades. In this role, WSP has been tasked with providing upgrades to Amtrak stations nationwide to bring them into compliance with the Americans with Disabilities Act as it applies to public transportation facilities. With the design of eight stations nationwide in fiscal year 2018 and nine stations in fiscal year 2019, the project requires multidisciplinary teams to assess existing stations to determine non-compliance with Americans with Disabilities Act requirements and to develop upgrades. The scope of work includes the installation of new platforms, accessible ramps and stairs, accessible paths of travel from the public right of way to platforms, and accessibility upgrades to station buildings.	\$10,813,081	53%	3/17/20	12/31/24
18B-5 High Line Part Bridge	30900065	New York City Department of Transportation	WSP is providing design services for this four-year on-call contract, including bridge design, bridge inspection and field surveying, transportation engineering, constructability reviews, construction support services, resident engineering, and inspection.	\$9,093,163	24%	3/5/20	10/4/25
Post Construction Services	21040	Pennsylvania Department of Transportation	WSP provided the Pennsylvania Department of Transportation with final design of highway and bridge widening, intersection improvements, and traffic signals. This project is a portion of the Selective Widening Alternative for U.S. Route 202, from Johnson Highway in Norristown Borough to Morris Road in Whitpain Township.	\$15,005,119	98%	10/6/00	2/1/26
HRBT - Owner Directive Costs	193660	Virginia Department of Transportation	WSP is providing professional engineering and construction oversight to the Virginia Department of Transportation in support of the Interstate 64 Hampton Roads Bridge-Tunnel Expansion Project. The Hampton Roads Bridge-Tunnel Expansion is the largest highway construction project in Virginia's history. This transformative undertaking will widen the current four-lane segments along nearly 10 miles of the Interstate 64 corridor in Norfolk and Hampton with new twin tunnels across the harbor. The expansion will increase capacity, ease major congestion, and enhance travel time reliability. Including the construction contract and owner's costs, the project's total budget is over \$3.8 billion, making it one of the largest infrastructure projects in the country.	\$73,002,797	62%	5/2/19	12/31/25
NCDOT R-2828 I-540 RC	193632	North Carolina Department of Transportation	WSP, as a subconsultant, is providing design-build services for this multimillion-dollar project consisting of the construction of a six-lane extension of the Triangle Expressway (State Route 540), from Old McCullers Road (State Route 2722) to the Clayton Bypass (U.S. Route 70) in Wake and Johnson Counties. The design includes the construction of an expressway-to-expressway interchange between Interstate 40 and U.S. Route 70, as well as modifications to the existing Old Stage Road and North Carolina Highway 50 interchanges.	\$34,251,000	95%	12/13/18	12/31/23

Current Workload in the Mid-Atlantic Region

Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
I-3819 (I-40 / I-77) - RC	193626	North Carolina Department of Transportation	WSP provided design, construction, and management services for the North Carolina Department of Transportation for the reconstruction of Interstate-40 and Interstate-77 interchange. The project provided Interstate-40 collector-distributor roadways between the U.S. Route 21 and Interstate-77 interchanges, modified the Interstate-40 and Mocksville Road interchange, modified the Interstate-77 and East Broad Street interchange, and widened Interstate-77 to eight lanes.	\$16,017,744	95%	11/26/18	12/31/23
P3 GEC AWP #5	192810	Maryland State Highway Administration	WSP, as a subcontractor, is providing programmatic general engineering consultant services for the Interstate 495 and Interstate 270 public-private partnership program to increase economic development and enhance safety in the State of Maryland for commuters. The firm is assisting the Maryland Department of Transportation State Highway Administration with communications and outreach to inform stakeholders about the project and its goals to reduce traffic congestion and provide multimodal connectivity in the national capital region, beginning at the American Legion Bridge in Virginia to Interstate 370 in Maryland.	\$18,379,693	86%	12/27/18	6/30/23
GEC – Program Management, Construction Management, and Engineering	192809	Washington Metropolitan Area Transit Authority	WSP has provided task-order-based program management services to WMATA's capital program since 2018. WMATA's multi-billion-dollar program targets state-of-good-repair, safety, and capacity improvements for all WMATA facilities and all aspects of their rail and bus network. Throughout the contract, WSP has provided support for several initiatives aimed at improving project and program delivery, as well as increasing operational efficiency throughout the organization.	\$150,000,000	65%	11/30/18	12/31/23
Support Services IDIQ; Contract No: FQ18033	192808	Maryland Transit Administration	WSP is providing project planning services supporting Maryland Transit Administration's bus, light rail, metro subway (heavy rail), commuter rail, commuter bus, and mobility (paratransit) modes, as well as the state's freight rail lines.	\$8,457,109	59%	6/7/19	4/25/24
(A/E) General Planning Services Multiple-Award TO Contracts (A/E MATOCs); Contract No: FQ15190	192803	Washington Metropolitan Area Transit Authority	WSP is providing the Washington Metropolitan Area Transit Authority with architectural and engineering general planning services under this architect/engineer, general planning services, indefinite-delivery, indefinite-quantity multi-discipline contract. Services include providing staff augmentation for technical engineering service, as well as planning services for archives and a feasibility assessment.	\$20,000,000	73%	3/6/19	12/31/23
TBTA Task #80 Geotech Services	191638	MTA Bridges & Tunnels	Under this six-year on-call contract, WSP provides multi-discipline engineering services at all Metropolitan Transportation Authority Bridges and Tunnels facilities. These services include structural, civil, traffic/transportation, mechanical, electrical, and construction engineering and architectural services. These projects include bridge repairs, bridge rehabilitation, suspension bridge deck replacement, scoping, building work, facilities work, and utility investigation and rehabilitation.	\$12,057,122	87%	8/15/17	9/13/24

Current Workload in the Mid-Atlantic Region

Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
I-5507 (I-485) Design	188997	North Carolina Department of Transportation	WSP, as the lead engineering firm, is providing design-build services for the North Carolina Department of Transportation to widen a 17.5-mile portion of Interstate 485 from Interstate 77 to U.S. Route 74 (Independence Boulevard). The project will also provide express lane direct connectors at Westinghouse and Johnston Road interchanges, a new Interstate 485 and Weddington Road interchange, and modify the Interstate 485 and East Johns Street - Old Monroe Road interchange. The firm is responsible for the design of roadway, drainage, structures, water and sewer, traffic control plans, permitting, signals, signing and pavement markings, intelligent transportation system, and all-electronic tolling. WSP will also be responsible for providing design services during construction.	\$21,599,297	92%	10/24/18	12/10/24
South Crossfield Taxiway - RC	188970	City of Charlotte, NC	WSP provided engineering design services for a new de-icing pad and south crossfield taxiway at the Charlotte Douglas International Airport. The proposed de-icing pad accommodates up to five Group 5 aircraft de-icing positions. The crossfield taxiway provides efficient taxi flow for de-icing aircraft to the runway ends and provide relief to the air carrier ramp.	\$25,126,089	66%	8/28/18	12/31/24
2018 Load Rating Scoping	188897	Virginia Department of Transportation	WSP is providing load rating of hundreds of different types of bridges statewide. Each contract is a three-year contract. More than 2,000 bridges were rated using AASHTOWare Bridge Rating, DESCUS, and LARSA software. The bridges included steel beam bridges, prestressed concrete beam bridges, concrete structures, concrete slab, and other types of bridges. The ratings were done in the load and resistance factor rating method, and for a few bridges, in load factor rating.	\$6,723,091	94%	2/15/18	12/31/25
Langley Cyber Ops Facility	188820	US Army Corps of Engineering - Kansas City District	WSP provided multi-discipline architect/engineering design services for projects throughout the Norfolk District of the United States. The work encompassed architecture and engineering services for a broad variety of minor to major repair, modification, rehabilitation, alternatives and new construction projects.	\$7,650,405	91%	5/23/17	12/31/22
Johnstown Road	188729	City of Chesapeake, VA	Since 2016, WSP has provided the city of Chesapeake's Public Works Department with professional engineering and inspection services on an annual, as-needed basis for the design of various civil engineering projects (roadway, drainage, utility, facility, structural and emergency management services).	\$9,188,871	59%	12/9/16	4/1/24
MNR Viaduct Eng at 270 Park Ave	187974	JP Morgan Chase Bank NA	WSP is providing JPMorgan Chase with design and construction support services for the Grand Central Terminal Train Shed between 47th and 48th Streets and Park Avenue and Madison Avenue. As part of JPMorgan Chase's construction agreement with Metro-North Railroad, WSP is performing full rehabilitation of the train shed viaduct structure that carries 47th Street, 48th Street, and Park Avenue around the 270 Park Avenue building. WSP is responsible for the inspection, evaluation, identification of repairs/strengthening to the viaduct substructure (foundations and columns), repair/strengthening to the girders, and the replacement of the roadway and sidewalk stringers and deck system.	\$10,562,394	86%	12/18/19	1/1/27

Current Workload in the Mid-Atlantic Region

Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
NJT Positive Train Control	187960	New Jersey Transit Corporation	WSP is delivering program management and oversight support to New Jersey Transit during remaining positive train control activities to enhance safety and comply with the Rail Safety Improvement Act of 2008, which requires all Class I railroads and passenger rail operators to implement a mandatory positive train control collision avoidance system. The project scope includes installation of equipment on locomotives and cab control cars; installation of 326 miles of wayside equipment including radios, transponders, and poles; and testing and employee training. The positive train control system consists of three main elements: radio transponders and other equipment onboard locomotives or cab control cars; antennas, transponders, and other equipment along the railroad right of way; and computer servers and systems for the Rail Operations Center. NJT's rail system includes 12 commuter rail lines, most operating on tracks shared with other freight and passenger railroads. Although functionally similar, the various positive train control systems communicate with one another. Coordination to ensure interoperability with NJT's five tenant railroads has significantly added to the complexity of the project.	\$72,245,986	72%	10/23/19	4/30/25
MTACC LIRR Penn Train Hall Ren	187940	MTA Capital Construction Company	WSP is providing construction management services for Penn Station improvements. Phase 1 of the project entailed improved safety and security, a new 33rd Street entrance, and associated reconfiguration in the concourse. Phase 2 entails concourse improvements under the supervision of the Metropolitan Transportation Authority and reconstruction of all the north and south side retail spaces.	\$29,657,667	73%	8/8/19	12/31/23
MTA Planning/Stat RC	187918	Metropolitan Transportation Authority (NY)	WSP is providing planning and study on-call services for various Metropolitan Transportation Authority projects. The projects include the Central Business District tolling program environmental review, as well as East Side access and Penn Station access travel demand forecast updates and integrated operations simulation.	\$20,498,060	83%	3/13/19	11/7/23
187917_RC Bay Park	187917	Nassau County Department of Public Works	WSP prepared a design criteria package that formed the basis for procurement of a DB contracting team. WSP also led the environmental assessment, which led to a Finding of No Significant Impact. As part of the effort to improve the water quality in the Western Bays, the project will divert treated effluent to a deep ocean outfall. The project includes construction of a new 75-million-gallon-per-day effluent diversion pumping station at Bay Park Sewage Treatment Plant, 3.5 miles of micro-tunneling, and 7.3 miles of slip-lining for an existing 72-inch pipeline.	\$13,788,083	98%	1/26/19	12/12/25
Harmon Shop 5.2 CPS	187909	Metro-North Commuter Railroad Company	WSP is a member of the design-build joint venture team for Phase 5 Stage II of the Harmon Shop Replacement Program. The project consists of a design for the concrete pile-supported foundation and an isolated and combined footing for the structure.	\$9,808,382	67%	1/16/19	12/31/24
Pacific Park Platform CA	187902	AY Phase II Development Company, LLC	WSP is designing a platform over the Long Island Rail Road Vanderbilt Yard in Brooklyn, New York, to support six mixed-use buildings. WSP is also designing various systems below the platform to maintain Long Island Rail Road operations safely and in compliance with National Fire Protection Association 130 and New York State Building Code requirements. Work for the Pacific Park platform and buildings includes structure design; mechanical, electrical, and plumbing engineering services; building architecture; and building heating, ventilation, and air conditioning. Other services include designing fire protection, electricity, lighting, and structured cabling systems; and coordinating yard utilities with overbuild foundation design.	\$6,411,628	66%	9/12/18	7/1/25

Current Workload in the Mid-Atlantic Region							
Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
BCAS 2022-2023	187900	New York City School Construction Authority	WSP has been hired by New York City School Construction Authority to conduct annual, comprehensive, and objective Building Condition Assessment Surveys on NYC Department of Education assets to meet state-mandated reporting requirements and to inform sound capital planning. Currently in its 6th consecutive contract and spanning over 20 years, the WSP/A&W JV will continue delivering reliable reports on conditions, deficiencies, and purposes for over 850 DOE assets in Queens and Brooklyn.	\$9,484,522	97%	10/12/18	12/28/23
VWE JFK Airport Contract 3	187891	New York State Department of Transportation	WSP as prime consultant is providing New York State Department of Transportation with design-build support services for the development of design-build project procurement documents, contract implementation, and design quality assurance.	\$8,948,470	33%	8/14/19	3/15/24
Port Authority Bus Terminal RC	187871	Port Authority of New York & New Jersey	WSP was selected to provide planning and environmental services for replacing the Port Authority of New York and New Jersey's Midtown Manhattan bus terminal, the world's busiest bus depot serving 232,000 customers each day with use expected to increase 40 percent by 2040. Services include identifying a location for a new terminal and reviewing the Port Authority's previous Midtown Bus Master Plan, Trans-Hudson Commuting Capacity Study, concepts submitted to the Terminal International Design and Deliverability Competition, and the build-in-place option that keeps the terminal operating while a fifth and sixth floor are added before rebuilding the existing four floors.	\$63,747,159	45%	1/30/18	12/31/29
Alternative Tech Support	187818	Port Authority of New York & New Jersey	WSP has been retained to provide planning and preliminary engineering for LaGuardia Airport's 1.5-mile AirTrain. The firm will assess alignment alternatives, conduct a geotechnical review, create a conceptual design for the AirTrain right of way and stations, develop cost estimates, analyze public-private partnerships and other potential funding sources, conduct a ridership analysis, and evaluate the need for expanded parking and centralized car rental operations at the Willets Point, Queens, station complex located just east of the airport. As part of the project, the team is incorporating a podium for boarding and de-boarding the AirTrain people mover system that provides direct express travel to the airport.	\$46,875,614	93%	5/10/17	2/28/26
PE for Hudson Tunnel	187738	National Railroad Passenger Corporation Amtrak	WSP, in joint venture, is preparing preliminary engineering, final design, and bid packages for the 3.5-mile tunnel that will double commuter rail capacity between New York and New Jersey by constructing two new tracks in New Jersey's Meadowlands, two single-track tunnels under the Hudson River, and expanding New York City's Penn Station with connections to subways at Sixth Avenue, Seventh Avenue, and Eighth Avenue.	\$33,948,938	77%	4/27/16	12/31/23
Rehab Union Turnpike over CIP	187705	New York City Department of Transportation	WSP is providing design, resident engineering, inspection and other related services to the New York City Department of Transportation. Tasks included fender system replacement for Northern Boulevard Bridge in Queens, Siah Armajani Lighthouse and pedestrian bridge demolition, egress element development along Henry Hudson Parkway Viaduct, retaining wall inspection and design engineering, and Oilers Yard soil testing and foundation plan.	\$6,726,228	73%	3/3/16	4/30/23

Current Workload in the Mid-Atlantic Region							
Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
SE Replacement of 13 Switches	187683	New York City Transit Authority	WSP is providing consulting services to New York City Transit Authority and preparing the design-build request for proposal documents for accessibility upgrades at eight subway stations and elevator replacements at five subway stations throughout New York City. After fulfilling guidelines outlined in the Americans with Disabilities Act Accessibility Guidelines, eight of the 13 stations shall undergo transformations to provide various vertical access alternatives including but not limited to Americans with Disabilities Act elevators and other Americans with Disabilities Act features. Once these upgrades are incorporated, the eight stations will provide improved vertical access and circulation for New York City Transit customers. Replacement elevators will be provided at the remaining five stations.	\$53,260,077	81%	6/6/16	5/15/25
Nice Bridge Unallocated Funds	186623	Maryland Department of Transportation	WSP, in joint venture, serves as general engineering consultant for program management services for the Maryland Department of Transportation to replace or rehabilitate Harry W. Nice Bridge, a two-lane, 3.2-mile bridge crossing the Potomac River. The scope includes revenue forecasts and geotechnical investigation, studying options for total bridge replacement, partial replacement or rehabilitation, preliminary design and estimates of various bridge types and span lengths, and construction delivery recommendations.	\$14,224,976	78%	10/21/15	6/1/26
Tree Planting Site Selection	186613	Maryland State Highway Administration	WSP is providing on-call environmental services for the Maryland State Highway Administration, which involves the design and permitting of the Maryland State Highway Administration's total maximum daily load and highway projects. Tasks include total maximum daily load program and project management, wetland delineation, mitigation site selection, wetland mitigation and stream restoration design and permitting, agency coordination, independent environmental monitoring, National Environmental Policy Act clearance, on-site staff support, and mitigation monitoring for Maryland State Highway Administration projects.	\$10,886,783	92%	4/2/15	6/30/30
Gateway Row Preservation	183961	National Railroad Passenger Corporation Amtrak	WSP provided final design for the western extension of the previously constructed two-cell tunnel within the Eastern Hudson Yard. This portion of the tunnel is located within the Western Hudson Yard. This portion of tunnel ultimately secures the future right-of-way for a new two-track alignment under the Hudson River into Penn Station via the Hudson Yards.	\$7,774,387	49%	5/30/14	12/31/25
Gateway Program Development Task 1	183934	National Railroad Passenger Corporation Amtrak	WSP is providing systems-level design and program development to improve the resiliency and capacity along the northeast corridor for Amtrak. The Gateway Program is comprised of a series of mega-projects in the New York and New Jersey areas designed to improve the overall operations at Penn Station. The program consists of strategic rail infrastructure improvements to double the number of passenger trains under the Hudson River. This will eventually lead to the creation of four mainline tracks between Newark and Penn Station.	\$8,024,480	95%	10/15/13	12/31/24
C-40264 at Kingsbridge	183930	New York City Transit Authority	WSP is providing the New York City Transit Authority with asbestos, lead monitoring, and design services. The project includes raised grating module removal, removal of supporting concrete, concrete ledge and steel angle frame installation and repair, mechanical closure device structures and installation, concrete slabs and battery access manhole installation, maintenance and protection of traffic, and module transfer to a storage facility.	\$7,736,124	83%	3/10/14	12/31/24
NJT EAM PMO	182885	New Jersey Transit Corporation	WSP is helping to establish an enterprise asset management program for the program management office including implementation of the transit asset management plan over the next five years.	\$8,201,816	34%	12/13/19	1/31/25

Current Workload in the Mid-Atlantic Region

Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
INFORM Transportation Management Center	182726	New York State Department of Transportation	WSP provides personnel in conjunction with New York State Department of Transportation staff to operate the electronic traffic information and management systems at its transportation management center known as INFORM, that will maintain the existing 24/7/365 operations of INFORM.	\$9,769,853	80%	10/2/18	12/31/23
BH-Security Head Eng Equip Rel	174067	New York City Health & Hospitals Corporation	WSP developed innovative and effective hazard mitigation strategies, high-quality plans, contract documents, and provided efficient and responsive contract administration and construction management services. In the wake of Superstorm Sandy, New York City Health and Hospitals committed to restore existing hospital facilities and mitigate the effects of future storms, to avoid future evacuations and remain fully operational during natural disasters and other emergencies.	\$7,054,047	95%	4/8/13	4/30/23
DMB-22-02 UHPC Main Overlay	30900598	Delaware River and Bay Authority	WSP was retained to perform General Engineering Consulting Services for the Delaware Memorial Bridge (suspension) 1st and 2nd structures. Primary task assignments entail conducting annual inspections of the Delaware Memorial Bridge and the adjoining infrastructure. Additional tasks have included design and construction inspection services for deck repairs, miscellaneous steel repairs, and steel span painting.	\$5,001,645	100%	11/6/20	8/18/24
On-Call Planning Support; Contract No: C20102	30901594	Washington Metropolitan Area Transit Authority	On-Call Basic Ordering Agreement to support WMATA's Office of Planning (PLAN), Office of Bus Planning and Scheduling (BPLN), Office of Transit Assessment Management (TAMO), Office of Sustainability (SUST) for Strategic and Regional Planning, Modeling and Data Analytics, Business Planning and Program Development, and Capital and Asset Lifecycle Planning	\$5,000,000	38%	7/13/20	10/31/24
Newark Trans CTR Final Design	185640	Delaware Department of Transportation	WSP provided architectural and engineering services for the Delaware Department of Transportation's Newark Regional Transportation Center.	\$8,943,496	97%	4/11/14	12/31/25
B&P Tunnel Replacement Project	185615A	National Railroad Passenger Corporation Amtrak	WSP leads the joint venture designing a new Baltimore and Potomac Tunnel, which will upgrade a 4-mile section of the Northeast Corridor and eliminate the existing tunnel's sharp curves, allowing Amtrak and Maryland Area Regional Commuter trains to travel at higher speeds. It includes two new high-capacity tunnels for electrified passenger trains, new roadway and railroad bridges, new rail systems and track, and a new Americans with Disabilities Act-accessible West Baltimore Maryland Area Regional Commuter station. The project also includes the construction of three new ancillary facilities to ensure proper ventilation of the tunnels. A significant Contract Modification for final design and construction support is pending.	\$39,691,608	85%	11/1/13	12/31/33
RK&K							
Rt 1 Richmond Highway Multimodal Improvements in NoVA	44932 - 0001-029-205	Virginia Department of Transportation	Preparation of construction plans for the widening of nearly three miles of Richmond Highway in Fairfax County. RK&K is responsible for all the design improvements, including roadway, drainage, bridges, traffic, and public outreach.	\$12,695,431	88%	06/16	12/23
Traffic Engineering Services	47039	Virginia Department of Transportation	Traffic engineering services throughout VDOT's Southwest Region.	\$5,935,400	77%	10/18	11/22

Current Workload in the Mid-Atlantic Region							
Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
Construction Management and Inspection, District 4	BCS 2014-13A	Maryland Department of Transportation Maryland State Highway Administration	Furnishing MDOT SHA's District 4 Office (Baltimore and Harford Counties) with qualified construction inspectors, office engineers (TET II through TET V) and qualified staff assigned as Project Engineers. The projects have involved new construction of roadways and bridges, reconstruction and rehabilitation of existing roadways and bridges, stream restorations, TMDL projects, facilities improvements, utility relocation projects and system preservation projects.	\$17,725,000	87%	12/16	12/22
Traffic Engineering & Design Services, SW	BCS 2020-13A	Maryland Department of Transportation Maryland State Highway Administration	Traffic engineering and design services of Traffic Control Devices (TCD) including but not limited to signals, signing and pavement markings, traffic signals, Intelligent Transportation Systems (ITS), temporary traffic control, roadway lighting, and staffing for on-site engineering support.	\$8,000,000	8%	06/22	06/27
Travel Forecasting & Analysis Division Open End	BCS 2016-02C	Maryland Department of Transportation Maryland State Highway Administration	Travel forecasting, data collection, and traffic operational analyses services for SHA's Data Services Engineering Division as part of an open-end contract.	\$6,000,000	90%	12/18	12/23
Land Surveying and Subsurface Utility Engineering Services	BCS 2020-02 H	Maryland Department of Transportation Maryland State Highway Administration	Land surveying, geodetic engineering, aerial photogrammetry, scanning, LIDAR and other remote sensing technologies, CADD, mapping, plat preparation, deed description preparation, survey document preservation, and data base development, geographic information system, utility designation and location, and other specialized field investigations, land records research, field personnel support, and office support services.	\$6,500,000	3%	05/22	05/27
Highway Structures Engineering Services	BCS 2014-21H	Maryland Department of Transportation Maryland State Highway Administration	Highway structures engineering services for State and Local Governments, statewide under this on-call contract.	\$6,000,000	84%	12/17	12/22
Transportation Planning Services, Statewide	OPPE 2020-01	Maryland Department of Transportation Maryland State Highway Administration	Transportation planning services statewide on an as-needed basis	\$6,496,000	10%	01/22	02/25
Environmental, Landscape Design, and Program Support	BCS 2020-05	Maryland Department of Transportation Maryland State Highway Administration	Assist with compliance with various regulations pertaining to federal, State, and local government pollution and sediment reduction efforts; natural resources protection and mitigation efforts; and landscape design and operations services, by providing technical expertise in the identification, planning, design, permitting, and construction inspection and monitoring of projects on a statewide basis.	\$8,000,000	11%	12/21	12/26
On-Call Design, Construction & Program Support Services, Statewide	BCS 2015-05	Maryland Department of Transportation Maryland State Highway Administration	Providing development and design; highway design; structural design; condition inspections; noise mitigation; environmental design; landscape architecture; traffic design and engineering; construction management and inspection; design and project support services; program support; NPDES, stormwater management, and erosion and sediment control or related permit conditions or activities for the Maryland Department of Transportation under a five-year contract.	\$20,000,000	95%	08/18	08/23

Current Workload in the Mid-Atlantic Region							
Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
District 3 Survey & Engineering	BCS 2017-01D	Maryland Department of Transportation Maryland State Highway Administration	Survey and Engineering services including preliminary/final engineering such as concept development, highway design, traffic engineering, landscape architecture, structural design, water resources design and review, environmental design and assessments, project planning, pavement design, providing and/or procuring services for preparation of right of way plats and appraisals, collection of topographical and metes and bounds surveys for right of way acquisition, utility designation and test pits, geotechnical investigations, constructability reviews, construction management inspection, preparation of construction contract plans, engineering estimates, special provisions and other contract documents.	\$5,400,000	28%	02/21	02/26
Environmental Permit Compliance Services, Statewide	BCS 2015-04 A	Maryland Department of Transportation Maryland State Highway Administration	Environmental permit compliance activities (ie: inspection, analysis and monitoring) of active SHA projects for State and Federal regulatory requirements.	\$8,000,000	92%	11/17	11/22
CM&IServices, District 7	BCS 2018-08D	Maryland Department of Transportation Maryland State Highway Administration	Construction Management and Inspection (CMI) services for various highway construction, facilities, environmental, and system preservation projects located in District 7 (Carroll, Frederick, and Howard Counties).	\$15,000,000	25%	07/20	07/25
Comprehensive Preliminary and Final Engineering Design Services	AE-2795-000-00/6	Maryland Transportation Authority	Comprehensive preliminary engineering and final design services on an on-call basis associated with the preparation of construction contract plans, specifications, and estimates.	\$12,000,000	77%	02/14	12/23
Structures Inspection Program and Miscellaneous Engineering Services	2020-01 A; AE-3071-0000	Maryland Transportation Authority	Structure inspection and miscellaneous comprehensive engineering design services for MDTA facilities.	\$12,000,000	2%	11/21	11/25
Comprehensive Project Planning and Miscellaneous Consulting Services	AE-3045-0000	Maryland Transportation Authority	Comprehensive Project Planning and Miscellaneous Consulting Services including on-call and/or on-site project planning, environmental and travel forecasting services consisting of individual project assignments.	\$7,000,000	40%	10/20	09/25
On-Call Electronic Toll Collection Services	AE-3096	Maryland Transportation Authority	Professional services for electronic toll collection related projects and for automated and connected vehicle projects on an on-call and on-site basis.	\$8,000,000	24%	02/22	02/28

Current Workload in the Mid-Atlantic Region							
Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
On-Call Comprehensive Engineering and Final Design Services	AE 3033-0000	Maryland Transportation Authority	Comprehensive design services on an on-call basis associated with the preparation of construction contract plans, specifications and estimates.	\$18,000,000	98%	05/18	05/23
Nice Bridge Comprehensive Construction Management & Inspection Services	AE-3049-0000	Maryland Transportation Authority	Comprehensive construction management and inspection services for the \$463M Design-Build contract for the replacement of the 1.9-mile long Governor Harry W. Nice Memorial Bridge (Nice Bridge), located on US 301 crossing of the Potomac River between Charles County, Maryland and King George County, Virginia.	\$5,278,500	86%	10/18	10/24
Construction Management and Inspection Services	AE-3059-0000	Maryland Transportation Authority	Construction contract management services for various assignments over a five year period.	\$16,000,000	17%	10/20	09/25
On-Call Program Management Consultant (PMC) Services (Purple Line)	MTA-1264A	Maryland Transportation Authority	New 16.2-mile light rail transit line servicing the public needs from Bethesda to New Carrollton with transit connections to four Washington Metropolitan Area Transit Authority (WMATA) subway stations, three MARC commuter rail stations, Amtrak, and local bus services. RK&K is part of a Joint Venture Project Management Consultant, responsible for managing the project on behalf of MTA.	\$85,309,034	85%	03/10	06/23
I-95/I-276 ITS, Signing and Lighting Design	4400000952	Pennsylvania Turnpike Commission	Design of ITS, signing, and lighting for the I-276/I-95 interchange	\$7,500,000	95%	02/16	12/22
D8 - Columbia-Wrightsville Bridge (SR 462 Sec 038 over Susquehanna River)	E03247	Pennsylvania Department of Transportation	Design and inspection services for this 48-span historic stone arch bridge that carries SR 462 over the Susquehanna River between the towns of Columbia and Wrightsville. The project included a detailed inspection of the bridge, coordination of sensitive environmental resources including T&E species and the historic structures, along with significant coordination with local officials, residents, and businesses.	\$6,500,000	77%	10/15	04/23
D7 CEI Services for TIP U-2525C, Greensboro Northern Loop from Lawndale Drive to US-29 (2018-2021)	TIP U-2525C	North Carolina Department of Transportation	CEI services on the \$135M construction of the Greensboro Northern Loop Project under contract to NCDOT Division 7. This 5-mile long six lane corridor includes PCCP on the mainline, soil stabilization, grading, drainage, paving, signals, culverts, ITS, retaining walls, 10 bridges, box culverts, retaining walls, 4-million CY of borrow, 2.3-million CY of unclassified excavation, and utility construction.	\$10,000,000	92%	11/18	05/23

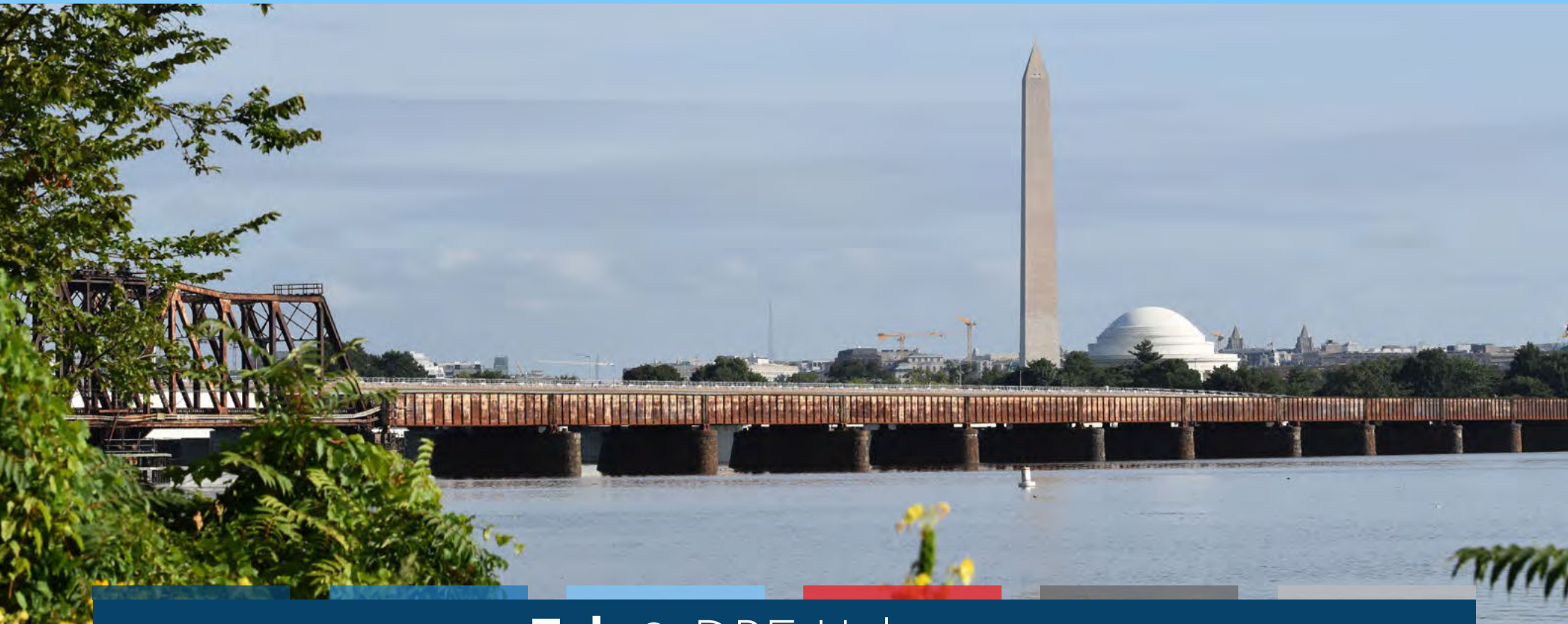
Current Workload in the Mid-Atlantic Region							
Contract Name	Contract Number	Agency	Scope of Services (summary description)	Overall Contract Value >\$5M	Percentage Complete	Start Date	End Date
D13, I-4700, I-26 Widening and Reconstruction CEI Services (2019-2023)	I-4700	North Carolina Department of Transportation	CEI services for the \$263 million I-26 widening project from NC 280 (Airport Road, Exit 40) to NC 191 (Brevard Road, Exit 33). The 7.5-mile project involves widening from a 4-Lane facility to an 8-Lane facility with multiple walls and several bridges, including the Blue Ridge Parkway segmental bridge and the bridge over the French Broad River. In addition, 717,000 CY of excavation, 8 miles of pipe, 340,000 tons of asphalt paving, and 450,000 SY of concrete paving will be used in the construction of this section of I-26.	\$12,727,568	60%	08/19	08/23
Statewide Construction Inspection	1944F	Delaware Department of Transportation	Full range of construction inspection expertise and personnel for a varied range of statewide assignments for all types of highway and bridge construction, statewide on this three-year open-end contract.	\$25,000,000	86%	07/19	07/23
Pedestrian Access Routes and Pavement Rehabilitation Management Design and Review Services	1950F	Delaware Department of Transportation	Supporting the Statewide Pedestrian Accessible Routes (PAR) and Pavement and Rehabilitation (P&R) Programs. These Programs employ a multi-faceted approach that addresses infrastructure needs as well as implements non-infrastructure activities to achieve the program goals.	\$10,000,000	93%	12/19	12/22
I-78 Reconstruction Project	E04876	Pennsylvania Department of Transportation	I-78 from approximately 5.9 miles east of Exit 30 (Hamburg) to the Berks-Lehigh County line (just west of Exit 45/PA 863). Work includes reconstruction of existing four lanes (two east and two west), drainage system improvements, guide rail, fencing, landscaping, message sign boards, signing, delineators and pavement markings.	\$45,000,000	37%	11/20	11/30
Limited Services Contract, Bridge Design & Preservation	#7000020735	North Carolina Department of Transportation	Structural inspections on-call.	\$6,000,000	44%	10/20	10/23
Comprehensive Environmental Analysis Unit Services	#7000020959	North Carolina Department of Transportation	Environmental services which may include biological surveys, cultural resources, environmental coordination & permitting, public involvement, community studies & visualization, mitigation & modeling and monitoring & stewardship.	\$6,000,000	45%	04/21	04/24
CEI for US 221 Rutherfordton Bypass	R-2233BB	North Carolina Department of Transportation	Construction Engineering and Inspection (CEI) services on construction of US 221 from South of US 74 (Charlotte Road) to North of SR 1366 (Roper Loop Road). Scope of services includes providing an engineer and technicians to perform inspection, erosion control inspection, materials sampling and testing, surveying grade verification, documentation of pay quantities and claims avoidance.	\$12,239,848	6%	01/22	01/26
2022 NCDOT Materials & Tests On-Call	7000021666	North Carolina Department of Transportation	Inspection, sampling, testing, pavement design, reviewing and sealing typical sections, and analysis of materials and products. Services may also include duties such as: development of training materials and conducting training sessions; performance of project certification functions; auditing of producer facilities; analysis of data; research; and development/ documentation of procedures or guides.	\$9,000,000	71%	07/22	07/24

The Long Bridge project will be a game changer for commuter rail travelers as well as commuting and recreational cyclists, while boosting our economy by creating jobs and making freight movement easier. I will seek opportunities to be proactive, driving the narrative while being nimble in reacting to challenges.

John Undeland

Public Outreach/PR Manager





Tab 8: DBE Utilization

Long Bridge Partners will meet VPRA's DBE participation goals and provide meaningful work for local businesses. Our firms have a long history in Washington, DC and Northern Virginia. For over a decade, WSP and RK&K have been leaders in developing and implementing strategies to grow our minority business partners.

Of our **eleven** subconsultant firms, **eight** are certified DBEs. But, to Long Bridge Partners, participation is about more than simply meeting percentage goals – it is about strengthening the capability and capacity of the region's engineering community for the future. To make that a reality for VPRA through the Long Bridge project, we will prioritize integrating our subconsultants into management activities

PROACTIVE

COLLABORATIVE

PROVEN

and weekly technical meetings so they have the opportunity to contribute to broader coordination aspects of the project.

As you can see in the table on the following page, Long Bridge Partners is committed to exceeding VPRA's 12 percent DBE utilization goal for this contract. A full description of our subconsultant firms and their role in the project can be found in **Figure 22** on the following page.

Figure 22: Long Bridge Partners Team

Firm	DBE	Percentage of Work	Project Controls	Procurement	Design Oversight	Construction Oversight	Specialty Services
Prime Consultant (Joint Venture)							
Long Bridge Partners		75%	✓	✓	✓	✓	✓
Subconsultants							
Business Transformation Group	✓	1%	✓				
CES Consulting, LLC	✓	3%	✓			✓	
DMY Engineering Consultants Inc.	✓	3%			✓	✓	
FOXXSTEM	✓	1.5%			✓	✓	
Gannett Fleming, Inc.		10%			✓	✓	✓
InterAgency Inc.	✓	1%			✓	✓	
Mercado Consultants, Inc.	✓	1%				✓	
Stellar Services, Inc.	✓	1%					✓
Straughan Environmental, Inc.	✓	1.5%			✓	✓	
Thomas E. Frawley Consulting, LLC		0.5%		✓			
Undeland Managemenet		1.5%					✓

FORM PD 50

ATTACHMENT D

DBE CERTIFICATION AND UTILIZATION FORM

CONTRACT NO.: RFP 1-001-22-0002
 FTA NO. (if known): _____
 DATE SUBMITTED: October 6, 2022

This DBE Certification and Utilization Form applies solely to meeting the assigned DBE contract goal for DBE participation. If the assigned DBE contract goal is greater than zero, each Bidder/Offeror, including DBE prime Bidders/Offerors, shall complete and submit this form with their bid/proposal. SHOULD THE BIDDER/OFFEROR FAIL TO COMPLETELY FILL OUT, SIGN, AND SUBMIT THIS FORM WITH THE BID/PROPOSAL WHEN THE ASSIGNED DBE CONTRACT GOAL IS GREATER THAN ZERO, THE BIDDER/OFFEROR WILL BE CONSIDERED NON-RESPONSIVE.

Instructions:

- A. If your firm is currently certified as a DBE by the DSBSD/MWAA, complete only Part I of this form in the event you intend to fulfill the DBE contract goal through work to be performed by your own forces.
- B. If your firm is not currently certified as a DBE by the DSBSD/MWAA, complete Part II of this form if you will meet or exceed the DBE contract goal and Parts II and III if you will not meet or exceed the DBE contract goal.

Certification:

The undersigned Bidder/Offeror has satisfied the requirements of the bid specification/request for proposals terms in the following manner. (Please mark the appropriate box)

- ☒ The Bidder/Offeror is committed to a minimum of 12% DBE utilization on this contract.
- ☐ The Bidder/Offeror, while unable to meet the DBE contract goal of 12%, hereby commits to a minimum of _____% DBE utilization on this contract and submits the attached documentation as evidence demonstrating good faith efforts in seeking participation by certified DBE firms.

The Bidder/Offeror certifies this form accurately represents its solicitation and utilization or non-utilization, as indicated, of the firms listed below for performance of work on this contract. Bidder/Offeror certifies that it had direct contact with the named DBE firms regarding participation of this project. Bidder/Offeror certifies, if awarded this contract, that it shall award subcontracts to or enter into agreements with the named DBE's. If the Bidder/Offeror is submitting evidence of good faith efforts to secure participation, Bidder/Offeror certifies that the good faith efforts information/documentation is true, accurate and correctly reports the actions taken by the Bidder/Offeror.

The undersigned further understands that no changes to this statement may be made without prior approval from VPRA and any federal funding partner.

Long Bridge Partners

Bidder's/Offeror's Firm Name



Signature of Authorized Representative

October 6, 2022

Date

To be completed ONLY by Bidders/Offerors that are certified as a DBE by DSBSD/MWAA at time of bid/proposal submittal and which intend to fulfill the contract goal through work to be performed with its own forces:

DSBSD/MWAA Certification number: _____ Certification Date: _____

Part II

[illegible]

¹ For purposes of this form, "Small Business" shall have the meanings set forth in Va. Code § 2.2-1604 and includes only those firms which hold a certification as such by the DSBSD on the due date for bids/proposals. This shall also include DSBSD-certified micro, women-owned, minority-owned, and service-disabled veteran-owned businesses when they also hold a DSBSD certification as a small business on the proposal due date.

PART III

If the Bidder/Offeror cannot fully meet the DBE contract goal, the Bidder/Offeror shall complete the below items and attach documentation demonstrating the Bidder's/Offeror's Good Faith Efforts (GFE). Examples of relevant documentation in support of GFE includes, but is not limited to, call logs, posted advertisements, attendance to pre-bid/submittal meetings, and records of negotiation. VPRA has the authority to make a fair and reasonable judgment whether a Bidder/Offeror that did not meet the contract goal made adequate GFE.

ATTACHMENT D

1. List research efforts conducted by the firm to locate DSBSD/MWAA-certified DBE firms, including but not limited to, advertising in publications or in the classified section of the newspaper where DBEs are likely to see it. List specific research efforts and dates.
2. List subcontractor outreach meetings, conferences, or workshops conducted by the firm to locate DSBSD/MWAA-certified DBE firms—including the dates, participation numbers, and results.
3. Describe any support requested from DSBSD and/or MWAA to identify and solicit participation from DSBSD/MWAA-certified DBE firms on the contract.
4. Provide documentation of direct efforts to solicit participation by DSBSD/MWAA-certified DBE firms on the contract (e.g., telephone call logs, emails, certified letters, etc.). Be sure to list the DBE firm name and dates of contact.
5. Provide documentation of any follow-up efforts made with DSBSD/MWAA-certified DBE firms which your firm directly solicited for participation on the contract (e.g., telephone call logs, emails, certified letters, etc.). Be sure to list the DBE firm name and dates of contact.
6. Identify and describe all circumstances in which a DSBSD/MWAA-certified DBE firm was considered by your firm but ultimately rejected after negotiation due to price or other factors. Be sure to list the DBE firm name and all relevant information.
7. Provide documentation of any assistance offered to interested DSBSD/MWAA-certified DBE firms in obtaining bonds, lines of credit, and/or insurance for the contract.
8. Identify areas of work your firm has subcontracted to DSBSD/MWAA-certified DBE firms for other contracts. Include company names, dates, dollar amounts, and percentages on a per contract basis.
9. Provide documented correspondence (i.e., certified mail, email, receipt of fax transmissions, etc.) to DSBSD/MWAA-certified DBE firms from the lists provided by DSBSD and/or MWAA and other outreach agencies and organizations which indicate the solicitation of such for utilization of subcontracting opportunities on other contracts for which the business has competed.
10. List areas of work which the firm has subcontracted with DSBSD/MWAA-certified DBE firms for upcoming contracts—including the name of the business, certification number, dates, dollar amounts, and percentages on a per contract basis.
11. Please provide narrative details of any other efforts your firm undertook in an effort to attain the DBE contract goal.

Part II: DBE Subcontractor/Supplier Utilization

Name of Subcontractor	DSBSD/MWAA Certificate Number	Contact Person, Telephone Number & Email	Type of Goods/ Services	DBE	Small Business	Planned Contract Involvement (% or \$)
Business Transformation Group (BTG)	DBE 660498	Joseph F. Lewis 202.747.0021 certs@btgworks.com	DBE outreach, engagement	✓	n/a	1%
CES Consulting, LLC	DBE 690040	Kumar Barakam 571.402.8476 kbarakam@ces-consulting.com	Inspection, controls, estimating	✓	✓	3%
DMY Engineering Consultants Inc.	DB20259665	Weiyi "Wayne" Ma, PE 703.665.0586 wma@dmynec.com	Geotechnical services, testing lab	✓	✓	3%
FOXXSTEM	DBE 818962	Keith Foxx, PE 202.773.0070 kfoxx@foxxstem.com	Utilities	✓	n/a	1.5%
Interagency Inc.	DB21288946	Justin Donnelly 202.255.7656 Justin.donnelly@interagency.biz	Environmental permitting	✓	✓	1%
Mercado Consultants, Inc.	DB20097369	Bill Mercado, PE 240.722.6314 bmercado@mercadoeng.com	Survey, inspection	✓	n/a	1%
Stellar Services, Inc.	DB20005682	Chuck Romoser 609.752.6424 cromoser@stellarservices.com	IT services	✓	n/a	1%
Straughan Environmental, Inc.	DB20049467	Mindy Barnowski 443.539.2507 development@straughanenvironmental.com	Environmental services	✓	✓	1.5%

Proposed Position Descriptions

💡 Long Bridge Partners' recommended additions to VPRA's organization chart

Corporate		
Role/Classification	Responsibilities	Qualifications
Principal-in-Charge 💡	<ul style="list-style-type: none"> » Provide advice and counsel to client and team » Provide adequate resources to the team » Serve as member of the Joint Venture governing board » Support the Project Manager on technical, stakeholder, and other coordination related items 	<ul style="list-style-type: none"> » Bachelor's degree with professional licensure as an architect or engineer » Over 20 years experience » Demonstrated experience in relevant areas of transportation infrastructure programs/projects
Advisors		
Role/Classification	Responsibilities	Qualifications
Partnering 💡	<ul style="list-style-type: none"> » Provide advice and counsel to client and team » Identify partnering resources and appropriate partnering approaches 	<ul style="list-style-type: none"> » Bachelor's degree with professional licensure as an architect or engineer » Over 20 years experience » Demonstrated experience in relevant areas of transportation infrastructure programs/projects
CSXT 💡	<ul style="list-style-type: none"> » Develop executive working group with CSXT to proactively address project related issues » Advise PMSS team and client on how to interact with the railroads and the potential contractors to set conditions for success 	<ul style="list-style-type: none"> » Bachelor's degree with professional licensure as an architect or engineer » Over 20 years experience » Demonstrated experience in relevant areas of transportation infrastructure programs/projects
Amtrak 💡	<ul style="list-style-type: none"> » Develop and manage executive level relationships with Amtrak to proactively address project related issues » Advise PMSS team and client on how to interact with the railroads and the potential contractors to set conditions for success 	<ul style="list-style-type: none"> » Bachelor's degree with professional licensure as an architect or engineer » Over 20 years experience » Demonstrated experience in relevant areas of transportation infrastructure programs/projects
Procurement 💡	<ul style="list-style-type: none"> » Advise and provides expertise in construction procurement packaging and construction contract drafting » Participate in the evaluation and scoring of proposals from contractors on behalf of the client 	<ul style="list-style-type: none"> » Bachelor's degree with professional licensure as an architect or engineer » Over 20 years experience » Demonstrated expertise in working and negotiating with railroad agencies on procurement/contract packages of varying types (DBB, DB, PDB, CM/GC)
Engineering		
Role/Classification	Responsibilities	Qualifications
Structural Engineering Manager	<ul style="list-style-type: none"> » Lead interpretation and implementation of contract requirements for all bridges, including landside and marine structures » Lead technical review of structural design submittals » Evaluate durability, constructability, and construction implications of proposed design, including impacts on adjacent facilities and traffic operations 	<ul style="list-style-type: none"> » Bachelor's degree in structural engineering » Over 15 years of bridge and structural engineering experience » Professional Engineer license in VA, DC, or MD » Demonstrated expertise in bridge repair, rehabilitation, and replacement for marine structures and interstate highway bridges
Civil/Roadway Design Manager	<ul style="list-style-type: none"> » Direct technical development of projects from conceptual and preliminary engineering to final design » Plan, organize, and supervise engineering activities for projects » Guide design teams to achieve overall project objectives » Provide proactive and strategic leadership for the civil engineering discipline and function, offering direction, expertise, and support to ensure project deliverables are successfully achieved 	<ul style="list-style-type: none"> » Bachelor's degree in civil engineering » Over 15 years experience in roadway and civil engineering experience on large transportation projects » Professional Engineer license in VA, DC, or MD » Understanding of and familiarity with AASHTO and DOT Design Guidelines and Standards » Advanced proficiency with civil engineering principles, practices, processes, DB, standard of care, and their application to permitting and project work-related issues

Engineering		
Role/Classification	Responsibilities	Qualifications
Rail Design Manager	<ul style="list-style-type: none"> » Provide design, oversight, and management of various rail projects » Coordinate with clients and rail project partners » Oversee technical planning, design, and testing of rail and signal Infrastructure » Work collaboratively with other engineers, planners, scientific professionals, and infrastructure authorities on federal, state, regional, and locally funded improvement and development projects 	<ul style="list-style-type: none"> » Bachelor's degree in engineering or related field » Over 15 years experience in transportation design and management » Professional Engineer license in VA, DC, or MD » Knowledge of alternate delivery as well as local contractors » Prior experience with intercity or commuter rail projects
Traffic Engineering Manager	<ul style="list-style-type: none"> » Conduct traffic engineering studies including gathering and documenting field information, collecting, evaluating and analyzing data, compiling reports of study findings, and preparing correspondence and technical documents with recommendations for corrective measures and improvements » Maintain study files, reports and documentation » Perform design and technical analysis for the development of traffic control device plans (signs, signals, lighting, pavement markings, markers, etc.) » Prepare designs, sketches and design recommendations for signals, work » Prepare complex TMP and temporary traffic control work zone safety plans. Review and revise submitted MOT control plans, TMPs, and Signage and Pavement Marking Plans 	<ul style="list-style-type: none"> » Bachelor's degree in civil engineering or related field » Over 15 years of related experience » Professional Engineer license in VA » Knowledge of traffic engineering principles, standards, regulations, and practices » Knowledge of roadway safety and traffic engineering rules, regulations, specifications, and guidelines
Hydraulics Design Manager	<ul style="list-style-type: none"> » Develop hydraulic designs for channels, culverts, storm sewer systems, stormwater management (SWM) facilities, and erosion and sediment control (ESC) plans » Develop drainage designs that are functional, economical, minimize utility conflicts, minimize environmental impacts, and are easily constructed and maintained » Provide assistance in resolving drainage, SWM facility, and ESC problems and issues in the design, construction, and post-construction phases of plan and project development 	<ul style="list-style-type: none"> » Bachelor's degree in engineering or related field » Over 15 years of related experience » Professional Engineer license in VA, DC, or MD » Experience in hydraulic design, SWM, ESC plans, and permitting » Knowledge of hydraulic engineering principles, standards, regulations and practices in VA and DC
Utilities Relocation Design Coordinator	<ul style="list-style-type: none"> » Develop a Utility Relocation Coordination Plan for affected utilities within the project area » Develop and maintain a utility relocation tracking system » Manage and/or perform utility conflict analysis » Provide proactive and strategic leadership in working collaboratively with engineering design teams to eliminate or minimize project utility conflicts, offering direction, expertise, and support to ensure utility impacts are minimized » Coordinate the development or develop utility relocation agreements in collaboration with public and private utilities 	<ul style="list-style-type: none"> » Bachelor's degree in engineering, construction management, or related field » Over 10 years of related experience » Professional Engineer license in VA, DC or MD preferred » Progressively responsible experience in the field of utilities engineering, utility relocation design, and utility coordination » Knowledge of utility conflict analysis, utility relocation process, development of utility relocation agreements, and coordination with public and private utility providers in the project area
Grant Support/FTA Compliance	<ul style="list-style-type: none"> » Develop grants and design funding strategy for public infrastructure projects, on behalf of clients, and in collaboration with PMSS team » Demonstrate general knowledge of federal policy and grant guidelines from USDOT » Provide grant writing and funding strategy support 	<ul style="list-style-type: none"> » Bachelor's degree in engineering, data sciences, business, economics, finance, urban or transportation planning, environmental studies, liberal arts, public policy, operations research, or closely related discipline » Seven to nine years of professional experience, including federal grants management » Familiarity with USDOT competitive grant programs, including post-grant management requirements » Active membership in relevant professional organizations

Engineering		
Role/Classification	Responsibilities	Qualifications
Bridge Architecture ?	<ul style="list-style-type: none"> » Apply high-level transit and rail engineering techniques and processes to identify improvements for various infrastructure project phases including concept development, preliminary design, final design, procurement, construction, and operation » Develop construction plans, specifications, and cost estimates; prepare construction safety and phasing plans and update infrastructure layout plans that require coordination with owners, transit authorities, other disciplines, subconsultants, and clients » Coordinate, review and approve infrastructure design plans, ensuring data integrity and work is compliant with all applicable codes, ordinances, and regulations 	<ul style="list-style-type: none"> » Bachelor's degree in engineering, or closely related discipline » Seven to 10 years of relevant post-education experience in engineering as well as prior transit and rail experience. » Professional Engineer license » Proficiency with transit and rail engineering principles, practices, process, and DB on major infrastructure projects, particularly railway civil works, transit stations, bridges, and elevated structures
ROW Manager ?	<ul style="list-style-type: none"> » Coordinate and/or perform the detailed reviews of ROW acquisition plans » Serve as ROW Acquisition Project Manager, with oversight and management responsibilities for appraisals, relocation assistance, and negotiations for property acquisitions including temporary and permanent easements » Manage the project ROW acquisition status tracking system. 	<ul style="list-style-type: none"> » Bachelor's degree » 10+ years of related experience, including 5+ years of demonstrated experience with the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act (Uniform Act), as amended » Progressively responsible experience in performing and/or managing appraisals, relocation assistance, negotiations for ROW acquisition using the Federal Uniform Act and the ROW and Utilities Manual of Instructions, Volumes I and II » Experience with managing and tracking project acquisition status for multiple parcels
Permitting Manager ?	<ul style="list-style-type: none"> » Develop and/or oversee development of federal, state, and local permit applications for a wide range of highway and transportation related projects including designs for rail systems and related civil infrastructure including waterway crossing, subaqueous impacts, culverts, storm sewer systems, SWM facilities, utilities, and ESC plans » Develop and maintain a permit tracking system defining required project permits, schedules, status, mitigation, etc. » Review potential ESC problems and issues in the design, construction and post-construction phases of plan and project development » Review schedule and scopes for design and construction issues related to the preparation of permit applications 	<ul style="list-style-type: none"> » Bachelor's degree in engineering, construction management, environmental science, or related field » 12+ years of relevant post-education experience with public transit and rail projects as well as permit development and/or management experience with a railroad, transit agency, construction contractor, or consultant » Advanced proficiency with transit and rail engineering principles, practices, process, and DB, standard of care, and their application to permitting and project work-related issues. » Knowledge of federal, state, and local permitting requirements for large scale public funded infrastructure projects » Experience with developing and managing permit tracking systems including permit mitigation responsibilities and requirements
Railroad Communications Systems ?	<ul style="list-style-type: none"> » Design, oversee, and manage rail communications systems » Coordinate with clients and rail project partners » Perform technical planning, design, and testing of rail signal and communication infrastructure » Work collaboratively with other engineers, planners, scientific professionals, and infrastructure authorities on federal, state, regional, and locally funded improvement and development projects 	<ul style="list-style-type: none"> » Bachelor's degree in engineering or construction management » 12+ years of relevant post education experience with railroad, transit agency, construction contractor, or as consultant » Strong working knowledge of FRA, FTA, American Railway Engineering and Maintenance-of-Way Association (AREMA), and other rail regulatory standards and procedures, codes, compliance practices, and record-keeping requirements
Railroad Signals ?	<ul style="list-style-type: none"> » Review, plan, and coordinate railroad signal system design reviews » Provide recommendations in the areas of signal systems and communications » Conduct analysis and evaluation of information and determine cost-effective solutions for rail signal systems, including access and maintenance of constructed facilities » Develop alternate solutions related to rail signal systems, recommend solutions 	<ul style="list-style-type: none"> » Bachelor's degree in engineering » 12+ years of relevant post-education experience with public transit and rail projects with a railroad, transit agency, construction contractor, or consultant » Experience with the design and coordination of railroad signals and communications systems engineering, design, and construction » Demonstrated knowledge of Amtrak train signals, communications, and control systems

Engineering		
Role/Classification	Responsibilities	Qualifications
Electrical/Lighting Manager	<ul style="list-style-type: none"> » Review, plan, and coordinate electrical/lighting design and design reviews » Provide recommendations in areas of electrical engineering, design, and construction » Conduct analysis and evaluation of information and determine cost-effective solutions for electrical services and maintenance of constructed facilities » Develop alternate solutions related to electrical service and lighting, recommend solutions » Manage all aspects of electrical system design » Ensure effective development of electrical design studies by coordinating activities with other disciplines » Serve as responsible charge engineer for designs prepared by self or others under his or her direction (signing and sealing) 	<ul style="list-style-type: none"> » Bachelor's degree in electrical engineering » 12+ years of relevant post-education experience with public transit and rail projects with a railroad, transit agency, construction contractor, or consultant » Experienced in the areas of electrical engineering, design, and construction as well as lighting design and construction
Corrosion Control	<ul style="list-style-type: none"> » Review, plan, and coordinate the design of corrosion control systems » Provide recommendations on components of corrosion control systems » Develop alternate solutions to corrosion control, recommend solutions 	<ul style="list-style-type: none"> » Bachelor's degree in engineering » 10+ years of relevant post education experience with a railroad, transit agency, construction contractor, or consultant » Experience with the development, design, engineering, and construction of corrosion control systems for public infrastructure
Geotechnical Manager	<ul style="list-style-type: none"> » Review, plan, and coordinate geotechnical investigations » Provide recommendations in the areas of geotechnical investigation, design, and construction » Conduct analysis and evaluation of information and determine impact of geotechnical conditions » Develop alternate solutions related to geotechnical projects and recommend solutions » Perform complex geotechnical analysis and develop designs for geotechnical features to be incorporated into project documents » Respond to problems and questions from construction and maintenance staff specific to geotechnical project aspects » Visit project sites to evaluate conditions, provide recommendation 	<ul style="list-style-type: none"> » Bachelor's degree in civil engineering or related field » Master's degree in Geotechnical Engineering preferred » Virginia PE license required » 12+ years of progressively responsible experience in geotechnical engineering on transportation projects and project management to include responsible charge engineering » Demonstrated experience applying FHWA and AASHTO specifications and guidelines for geotechnical exploration and design » Fluent in MOI Chapter 3 and field exploration approaches including in-situ testing, instrumentation and sampling
Security & Threat Assessment	<ul style="list-style-type: none"> » Review, plan, and coordinate security and threat assessments » Provide recommendations in the areas of security and threat assessment during the design phase » Conduct analysis and evaluation of information and determine security and threat impacts, including mitigation strategies » Develop alternate solutions related to security and threat assessments 	<ul style="list-style-type: none"> » Bachelor's degree » 10+ years of relevant post-education experience with cybersecurity, infrastructure securing, and/or security and threat assessments of public infrastructure » Specialized training and certifications in security threat assessments » Experience with the development, design, engineering, and construction of infrastructure security systems

Construction Management		
Role/Classification	Responsibilities	Qualifications
Long Bridge Construction Manager	<ul style="list-style-type: none"> » Serve as the primary contact between contractors, project owners, engineers of record, and other stakeholders for the bridge portion of the project » Manage contractors on behalf of the project owner and monitor for contract compliance » Prepare and review Safety Site Specific Work Plan (SSSWP) to ensure safety of the job » Manage force account, agreement employees, and non-agreement employees » Supervise project field staff and review status of work performed » Provide quality oversight of project staff on project activities and deliverables » Assist in submittal review and RFI response processes » Lead project progress meetings with contractor, owner, and stakeholders » Review potential change orders from contractors, prepare independent cost estimates, make recommendation to project owners, and prepare all associated documentation » Resolve field construction issues with the contractor and project owner 	<ul style="list-style-type: none"> » 15 years of rail/transit construction experience, including five years of on-site management of rail/transit construction projects » Demonstrated experience in similar roles/responsibilities as a Construction Manager on major infrastructure bridge projects over water, including the overall coordination delivery of large complex delivery projects to include DBB, DB, and CM/GC » CCM certification, or ability to obtain within six months » Previous experience working with VRE, Amtrak, WMATA, CSXT, or Norfolk Southern as direct employee, consultant, or contractor is preferred » Familiarity with AREMA design manual, VRE Safety and security guidelines, CSXT Public Project Information Manual, AMT II, NORAC, FTA provisions, and FRA rules and regulations as well as an understanding of railroad construction means and methods » RWP training » Experience with adjacent-to-track construction work and CSXT flagging coordination » Effectiveness working diplomatically across teams with varying objectives » OSHA Fall Protection and OSHA 10 Hour Construction
DC/Landside Connections Construction Manager	<ul style="list-style-type: none"> » Serve as the primary contact between contractors, project owners, engineers of record, and other stakeholders for the bridge portion of the project » Manage contractors on behalf of the project owner and monitor for contract compliance » Prepare and review SSSWP to ensure safety of the job » Manage force account, agreement employees, and non-agreement employees » Supervise project field staff and review status of work performed » Provide quality oversight of project staff on project activities and deliverables » Assist in submittal review and RFI response processes » Lead project progress meetings with contractor, owner, and stakeholders » Review potential change orders from contractors, prepare independent cost estimates, make recommendation to project owners, and prepare all associated documentation » Resolve field construction issues with the contractor and project owner 	<ul style="list-style-type: none"> » 15 years of rail/transit construction experience, including five years of on-site management of rail/transit construction projects » Demonstrated experience in similar roles/responsibilities as a Construction Manager on major infrastructure bridge projects over water, including the overall coordination delivery of large complex delivery projects to include DBB, DB, and CM/GC » Professional Engineer license in VA or DC, or ability to obtain reciprocity within six months » CCM certification, or ability to obtain within six months » Previous experience working with VRE, Amtrak, WMATA, CSXT, or Norfolk Southern as direct employee, consultant, or contractor is preferred » Familiarity with AREMA design manual, VRE Safety and security guidelines, CSXT Public Project Information Manual, AMT II, NORAC, FTA provisions, and FRA rules and regulations as well as an understanding of railroad construction means and methods » RWP training » Experience with adjacent-to-track construction work » Demonstrated experience in agency coordination » Effectiveness working diplomatically across teams with varying objectives » OSHA Fall Protection and OSHA 10 Hour Construction

Construction Management		
Role/Classification	Responsibilities	Qualifications
Construction Contract Manager	<ul style="list-style-type: none"> » Review contracts, subcontracts, and modifications for completeness, compliance, and accuracy from proposal stage to project close-out, including timely submittal of required reports (e.g., limitation of funds, deliverable tracking, intellectual property reports, and government property, as applicable) » Advise management on contractual rights and obligations and provide interpretations of terms and conditions » Monitor performance, funding, and payments on assigned contracts. Notifies upper management and site program management of potential non-compliance and other problems that could have an adverse impact to the company » Lead or assist technical teams in/with negotiations of proposals, contract modifications, and agreements as required within the limits of authority delegated by the upper management » Draft, issue, and negotiate subcontract agreements and modifications, consulting agreements, teaming agreements, non-disclosure agreements, letters of intent and ad hoc agreements » Manage the proper coordination of various types of agreements, subcontracts, and other contract/legal documents with accounting, legal, program management and other organizations, as necessary » Manage the maintenance of complete and accurate contract and subcontract records in the company's systems 	<ul style="list-style-type: none"> » Bachelor's degree in business or related field. » Advanced degree in business or Contract Management certification preferred » 10+ years of dedicated experience in contract and subcontract administration » Thorough knowledge of Federal Acquisition Regulation (FAR), and related federal legislation and regulations, and industry best practices » Experience with administration and management of multiple different contracts/regulations for mega-project programs » Strong understanding of all contract types, including but not limited to: time and materials (T&M), firm fixed price (FFP), cost plus award fee (CPAF), cost plus fixed fee (CPFF) and indefinite delivery/indefinite quantity (IDIQ); experience in construction contracts is preferred » Comprehensive knowledge of small business and small disadvantaged business requirements required » Able to work independently and communicate effectively with all levels of the project; ensure projects are completed accurately and in a timely manner in a complex environment with multiple stakeholders
Quality Manager	<ul style="list-style-type: none"> » Oversee, in collaboration with the Construction Manager and/or designees, overall compliance with procedures identified in the project implementation manual and contracts » Ensure the project quality plan is being implemented in the design, construction, and deployment processes and that adequate records are being maintained for every step » Conduct quality assurance, configuration management, and auditing » Assist in the development of the new quality control and configuration management processes where needed in collaboration with the project team and stakeholders » Coordinate and interface with the project office and provide necessary documentation as required » Oversee and audit ongoing contracts to measure overall contract health through predetermined contract metrics » Implement to project standards, including as needed to meet project audit requirements 	<ul style="list-style-type: none"> » 15 years of experience in transportation infrastructure development and construction » Demonstrated experience in similar roles/responsibilities as Quality Manager on past design-build or P3 projects of similar magnitude and complexity » Certified Quality Auditor (CQA), Certified Quality Assurance Professional (CQAP) and Construction Quality Management (CQM) certifications are preferred » Demonstrated quality assurance experience on rail transit projects » Knowledge of ISO-9000 quality standards and their application to planning, design, and construction
Safety Manager	<ul style="list-style-type: none"> » Responsible for establishing and implementing a project safety program for the owner and its team in compliance with local, state, and federal rules and regulations, including OSHA » Perform safety inspections and audits, prepares written reports of findings and recommendations for corrective or preventive measures were indicated and follows up to ensure measures have been implemented » Responsible for reviewing Health, Safety & Welfare (HSW) Plan and verifying compliance with HSW plan » Conduct and/or assist in post-accident investigation and prepares report identifying possible accident causes and hazards for use by company personnel and senior management » Advise Construction Task Manager on safety compliance concerns and preventative actions 	<ul style="list-style-type: none"> » Bachelor's degree or equivalent » 12 years of experience working on transportation construction projects » Demonstrated experience in similar role as Safety Manager on past projects with significant marine, bridge, and tunnel safety exposure, as well as experience establishing a safety program on a project of similar magnitude and complexity » Demonstrated knowledge and understanding of local, state, and federal rules and regulations including OSHA » Current safety certifications such as a Certified Safety Professional (CSP), OSHA 30-hour Construction Safety or other related industry certifications

Construction Management		
Role/Classification	Responsibilities	Qualifications
Resident Engineers ?	<ul style="list-style-type: none"> » Provide comprehensive knowledge of all aspects (including design, construction, and contract management) of defined area » Provide consultation, investigations, evaluations, and written documentation » Use engineering principles to interpret project plans and specifications » Participate in various construction meetings, field inspections, concurrent engineering meetings, schedule review and notice of intent and claims analysis 	<ul style="list-style-type: none"> » Bachelor's degree in civil engineering or engineering related field » 10 years of experience in a relevant field of transportation infrastructure development and construction. » Professional Engineer license required » Demonstrated experience in similar roles/responsibilities on complex major transportation infrastructure programs/projects » Demonstrated skill in interpreting contracts, special provisions, and specifications related to design and construction
Field Engineers & Inspectors ?	<ul style="list-style-type: none"> » Perform assignments exercising judgment in evaluation, selection, and modification of standard engineering techniques and procedures » Conduct and document observation of construction as it progresses, leveraging a familiarity with a broad spectrum of construction materials, testing, methods, and processes 	<ul style="list-style-type: none"> » Five years of highway construction inspection experience » Demonstrated experience in similar roles/responsibilities » VDOT and/or other certifications as applicable to the work to be performed required
Construction Support Coordinator ?	<ul style="list-style-type: none"> » Coordinate and assist in managing consultant staffing assignments with the team 	<ul style="list-style-type: none"> » Five years of experience in the coordination of staff on a "mega-project" basis for any transportation agency including working knowledge of staff capabilities and availability » Functional computer usage including familiarity with Microsoft Office suite software » Familiarity with construction techniques, management, and inspection » Demonstrated knowledge of the duties and responsibilities of construction inspectors and specialty staff
Environmental Compliance ?	<ul style="list-style-type: none"> » Monitor and perform environmental inspections to ensure contract and regulatory compliance on moderate to complex roadway, structure, and bridge construction projects » Perform onsite review and inspection of construction activities to verify environmental stipulations, commitments, and permits are being met » Provide technical expertise on environmental compliance for construction activities operations » Document that prescribed work is in compliance with the permit conditions, project drawings, contract documents, federal environmental laws and regulations, State Erosion and Sediment Control and Stormwater Management Laws and regulation, and applicable road and bridge specifications/standards » Maintain environmental related project records 	<ul style="list-style-type: none"> » Bachelor's degree in environmental biology, environmental science, environmental engineering, or equivalent related degree » Seven years of environmental permit compliance inspection experience » Comprehensive knowledge of SWPPP, Pollution Prevention, Spill Containment Plans, C-107 process, VDOT's VSMP, ESCCC, and MS4 programs » Certified as Virginia DEQ Erosion and Sediment Control Inspector and Virginia DEQ Stormwater Management (Inspector)
Safety & Security ?	<ul style="list-style-type: none"> » Prepare and process Temporary Use Notices and Certificate of Compliance requests » Assist in the development of contract documents and with bidding and contract administration as directed by Project Manager » Comply with procedures identified in the Project Implementation Manual and provide project staff with guidance » Investigate accidents/incidents, reviewing hazard analyses by staff, review project safety plans, as well as SSWPs, complete project safety and quality reports, and other tasks as assigned by the Project Manager » Maintain and monitor the performance of the project against the KPIs established for the Project Safety Plan and provide weekly reports to the Project Manager 	<ul style="list-style-type: none"> » Bachelor's degree in engineering, or related field » Five years demonstrable experience in system safety and/or construction safety; a minimum of two years out of five must be in the transportation industry » Demonstrated past experience in a Safety Coordinator role in a fast-paced engineering environment » Professional safety certification such as a recognized Certified Safety Professional (CSP), or Transit Safety Security Program (TSSP) or World Safety Organization Certified Safety Director (WSO-CSD) or comparable certification by Federal Transportation Administration (FTA), Transportation Safety Institute (TSI), or other recognized Safety and Security Certification Training Agency

Construction Management		
Role/Classification	Responsibilities	Qualifications
Survey ?	<ul style="list-style-type: none"> » Provide technical expertise to the project in all areas of survey services, including support for complex technical issues » Perform field layout on complex and large sites » Conduct research and renews client and government records » Address more difficult site measurements 	<ul style="list-style-type: none"> » 15 years of experience in transportation infrastructure development and construction » Demonstrated experience in similar roles/responsibilities on complex major transportation infrastructure program or project » Virginia Land Surveyor License required
Utility Coordinator ?	<ul style="list-style-type: none"> » Coordinate with different utility owners, agencies, and multiple stakeholder departments for regulatory and project compliance » Coordinate and manage the involvement of utility companies in the project » Maintain compliance with all applicable regulations and agencies » Monitor construction is in accordance with contract documents » Generate all necessary reports and directly communicates with clients/utility owners/agencies » Obtain activity durations for all utility relocation work-related activities from the respective utility owner and work with the project controls team for incorporation into the overall project schedule » Assist with preparing notifications such as Utility Interruption Notifications or Utility Commencement of Work Notifications, and submit to the owner and property owners, and maintain a record of such communications » Lead project progress meetings with contractor, owner, and stakeholders » Prepare and maintain Utility Information Forms according to the contract requirements » Manage and prepare reports for schedule and budget compliance 	<ul style="list-style-type: none"> » 15 years of construction infrastructure experience, including five years of on-site management of construction projects » Demonstrated experience working with local utility owners » Professional Engineer license in Virginia or DC, or ability to obtain reciprocity within 6 months » CCM certification, or ability to obtain within 6 months » Previous experience working with VRE, Amtrak, WMATA, CSXT, or Norfolk Southern as direct employee, consultant, or contractor is preferred » Familiarity with AREMA design manual, VRE Safety and security guidelines, VDOT D/B Manuals, DDOT Construction Management Manual, CSXT Public Project Information Manual, FTA provisions and FRA rules and regulations, with an understanding of railroad construction means and methods » Experience with adjacent-to-track construction work » Able to work diplomatically across teams with varying objectives » OSHA Trenching & Excavation, OSHA Confined Space and OSHA 10 Hour Construction trainings
Track (Inspector – Lead) ?	<ul style="list-style-type: none"> » Provide inspection and construction supervision on railway projects » Prepare daily inspection reports showing contractor’s labor force, the location of the construction activities, and the actual work performed » Report any field conditions that deviate from the construction drawings and make recommendations for corrective action » Maintain daily photographic records, and videos as necessary to document contract activities » Carry out track inspection and quality assurance and quality control inspection to confirm the contractor’s adherence to contractual documents and specifications » Complete site surveys of completed works for tracking item and material quantities for payment » Monitor the contractor’s compliance with health and safety regulations » Report onsite activities, concerns, and non-conformances, and provide recommendations for resolution to the Construction Manager » Coordinate work for interdisciplinary coordination including signals and systems » Assist in review of construction submittals for completeness, accuracy, and constructability » May require odd shift work including working nights, weekends, and extended shifts 	<ul style="list-style-type: none"> » 10+ years of experience in track inspection and construction oversight » Engineering degree or diploma is preferred but can be offset by additional experience in inspection services on rail projects » Proven analytical, communication, and negotiation skills » Previous experience working with VRE, Amtrak, WMATA, CSXT, or Norfolk Southern as direct employee, consultant, or contractor is preferred » Familiarity with AREMA design manual, VRE Safety and security guidelines, VDOT D/B Manuals, DDOT Construction Management Manual, CSXT Public Project Information Manual, FTA provisions & FRA rules and regulations with an understanding of railroad construction means and methods » Ability to communicate effectively both orally and in writing » Ability to organize, problem solve, prioritize, and schedule work » Experience with adjacent-to-track construction work » OSHA 10 Hour Construction

Construction Management		
Role/Classification	Responsibilities	Qualifications
Systems (Inspector – Lead) ?	<ul style="list-style-type: none"> » Provide inspection and construction supervision on railway projects » Prepare daily inspection reports showing contractor’s labor force, the location of the construction activities, and the actual work performed » Report any field conditions that deviate from the construction drawings and make recommendations for corrective action » Maintain daily photographic records, and videos as necessary, to document contract activities » Carry out track inspection and quality assurance and quality control inspection to confirm the contractor’s adherence to contractual documents and specifications » Complete site surveys of completed works for tracking item and material quantities for payment » Monitor the contractor’s compliance with health and safety regulations » Report onsite activities, concerns, and non-conformances, and provide recommendations for resolution to the Construction Manager » Coordinate work for interdisciplinary coordination including signals and systems » Assist in review of construction submittals for completeness, accuracy, and constructability » May require odd shift work including working nights, weekends, and extended shifts 	<ul style="list-style-type: none"> » 10+ years of experience in track inspection and construction oversight » Electrical and electronics degree or diploma is preferred but can be offset by additional experience in inspection services on rail/transit projects » Proven analytical, communication, and negotiation skills » Previous experience working with VRE, Amtrak, WMATA, CSXT, or Norfolk Southern as direct employee, consultant, or contractor is preferred » Familiarity with MUTCD, AREMA design manual, VRE Safety and security guidelines, VDOT D/B Manuals, DDOT Construction Management Manual, CSXT Public Project Information Manual, FTA provisions and FRA rules and regulations, with an understanding of railroad construction means and methods » Experience in testing advanced electrical/electronic systems and reading, drafting, and interpreting circuit diagrams, schematics, and mechanical drawings » Experience with adjacent-to-track construction work » Journeyman electrician certification preferred, master electrician certification is a plus » Ability to communicate effectively both orally and in writing, organize, problem solve, prioritize, and schedule work » OSHA 10 Hour Construction
Signals (Inspector – Lead) ?	<ul style="list-style-type: none"> » Provide inspection and construction supervision on railway projects » Prepare daily inspection reports showing contractor’s labor force, the location of the construction activities, and the actual work performed » Report any field conditions that deviate from the construction drawings and make recommendations for corrective action » Maintain daily photographic records, and videos as necessary to document contract activities » Carry out track inspection and quality assurance and quality control inspection to confirm the contractor’s adherence to contractual documents and specifications » Complete site surveys of completed works for tracking item and material quantities for payment » Monitoring the contractor’s compliance with health and safety regulations » Reporting onsite activities, concerns, and non-conformances, and provide recommendations for resolution to the Construction Manager » Coordinate work for interdisciplinary coordination including signals and systems » Assist in review of construction submittals for completeness, accuracy, and constructability » May require odd shift work including working nights, weekends, and extended shifts 	<ul style="list-style-type: none"> » 10+ years of experience in track inspection and construction oversight » Electrical and electronics degree or diploma is preferred but can be offset by additional experience in inspection services on rail/transit projects » Proven analytical, communication, and negotiation skills » Previous experience working with VRE, Amtrak, WMATA, CSXT, or Norfolk Southern as direct employee, consultant, or contractor is preferred » Familiarity with MUTCD, AREMA design manual, VRE Safety and security guidelines, VDOT D/B Manuals, DDOT Construction Management Manual, CSXT Public Project Information Manual, FTA provisions and FRA rules and regulations, with an understanding of railroad construction means and methods » Experience in testing advanced electrical/electronic systems and reading, drafting, and interpreting circuit diagrams, schematics, and mechanical drawings » Experience with adjacent-to-track construction work » Journeyman electrician certification preferred, master electrician certification is a plus » Ability to communicate effectively both orally and in writing, organize, problem solve, prioritize, and schedule work » OSHA 10 Hour Construction

Stakeholder Management		
Role/Classification	Responsibilities	Qualifications
Railroads Liaison ?	<ul style="list-style-type: none"> » Act as the primary point of contact between the project and CSXT, Amtrak, and VRE » Understand, interpret, and represent to the project leadership and design team any construction, operations, or maintenance requirements established by any railroad » Negotiate project requirements with each railroad stakeholder and convey the requirements to the Agreements Manager and design team » Interpret FRA guidance, standards, and regulations for the benefit of the project leadership 	<ul style="list-style-type: none"> » Typically possesses 10 years of experience in transportation infrastructure development » Demonstrated experience in similar roles/responsibilities as a Railroad Coordinator on major infrastructure projects » Demonstrated capability/experience with track and/or rail bridge design » Familiarity with AREMA design manual
Utilities Manager	<ul style="list-style-type: none"> » Work jointly with the stakeholder manager and stakeholder liaisons to negotiate and draft stakeholder agreements » Work with each stakeholders' technical and legal representatives to review agreement terms and modify agreements so they are mutually acceptable » Establish and maintain an agreement schedule to ensure timely completion relative to the FFGA process 	<ul style="list-style-type: none"> » Typically possesses 20 years of experience in transportation infrastructure development » Demonstrated experience in similar roles/responsibilities as a Utility Coordinator on major infrastructure projects » Law degree or similar training in the drafting of legal documents in the Commonwealth of Virginia and/or Washington, DC
Agreements Manager	<ul style="list-style-type: none"> » Act as the primary point of contact between the project and public and private utilities » Understand, interpret, and represent to the project leadership and design team any construction, operations, or maintenance requirements established by any utility » Negotiate project requirements with each utility stakeholder and convey the requirements to the Agreements Manager and design team » Research any prior rights agreements to establish cost sharing for utility relocation 	<ul style="list-style-type: none"> » Typically possesses 15 years of experience in utility design and/or coordination » Demonstrated experience in similar roles/responsibilities as an Agreements Manager on at least two major infrastructure projects » Demonstrated capability/experience with power, water, sanitary sewer, and telecommunications requirements in the Washington, DC metropolitan region
Adjacent Property Owner Liaison ?	<ul style="list-style-type: none"> » Act as the primary point of contact between the project and adjacent property owners and is available to respond to questions and concerns » Convey project progress reports to adjacent property owners, including schedule, maintenance of traffic, and staging decisions, and maintains a cordial relationship » Understand, interpret, and represent to the project leadership and design team any construction, operations, or maintenance requests from adjacent property owners » Negotiate project requirements with each adjacent property owner and convey the requirements to the design team 	<ul style="list-style-type: none"> » Typically possesses 10 years of experience in transportation infrastructure development » Demonstrated ability to interpret engineering plans and communicate the designer's intent to a person without a technical background » Familiarity with the Long Bridge Corridor physical environment, history, and development trends
NCPC Liaison ?	<ul style="list-style-type: none"> » Act as the primary point of contact between the project and NCPC » Understand, interpret, and represent to the project leadership and design team any design requirements previously established in the ROD or refined through subsequent communication » Brief NCPC staff on project progress 	<ul style="list-style-type: none"> » Typically possesses eight years of experience in urban design and/or planning » Demonstrated ability to interpret engineering plans and communicate the designer's intent to a person without a technical background » Familiarity with legal authority and role of NCPC » Familiarity with urban design context of the monument core
WMATA Liaison ?	<ul style="list-style-type: none"> » Act as the primary point of contact between the project and WMATA » Understand, interpret, and represent to the project leadership and design team any construction, operations, or maintenance requirements established by WMATA » Negotiate project requirements with WMATA and convey the requirements to the Agreements Manager and design team 	<ul style="list-style-type: none"> » Typically possesses 10 years of experience in transportation infrastructure development » Demonstrated experience in similar roles/responsibilities as a third-party coordinator on major infrastructure projects » Demonstrated capability/experience with heavy rail transit design » Familiarity with WMATA design standards and adjacent construction manual

Stakeholder Management		
Role/Classification	Responsibilities	Qualifications
CFA Liaison ?	<ul style="list-style-type: none"> » Act as the primary point of contact between the project and CFA » Understand, interpret, and represent to the project leadership and design team any design requirements previously established in the Record of Decision or refined through subsequent communication » Brief CFA staff on project progress 	<ul style="list-style-type: none"> » Typically possesses eight years of experience in urban design and/or planning » Demonstrated ability to interpret engineering plans and communicate the designer's intent to a person without a technical background » Familiarity with legal authority and role of CFA » Familiarity with urban design context of the monument core

Environmental Management		
Role/Classification	Responsibilities	Qualifications
Environmental Specialists	<ul style="list-style-type: none"> » Provide primary support to the Environmental Manager in reviewing design plans, reports, exhibits for regulatory review » Assist in regulatory and design team coordination related to evaluating resource impacts and facilitating avoidance, minimization, and mitigation options » Assist with field and team meetings and resource delineation reviews 	<ul style="list-style-type: none"> » 7-10 years experience facilitating natural resources permitting and regulatory coordination in the DC and VA area » Demonstrated experience in similar roles/responsibilities on transportation projects, specifically with bridges and/or railways » Knowledge of DC and VA environmental regulations and permitting/approval processes
Mitigation Tracking/NEPA Compliance Specialist ?	<ul style="list-style-type: none"> » Provide supplemental support to the Environmental Manager in organizing and tracking environmental commitments including mitigation and NEPA requirements » Maintain detailed mitigation and NEPA compliance tracking spreadsheets and supporting documentation » Prepare routine compliance reporting for permit compliance and close-out 	<ul style="list-style-type: none"> » 7-10 years experience in NEPA documentation and compliance, and environmental impact mitigation » Demonstrated experience in similar roles/responsibilities on transportation projects, specifically with bridges and/or railways
Cultural Resources Specialist ?	<ul style="list-style-type: none"> » Act as the primary point of contact for cultural resources compliance between FRA, the project proponents, and the Maryland and Virginia State Historic Preservation Offices (SHPOs) » Ensure completion of NHPA Section 106 and NEPA cultural resources mitigation commitments as specified in the project's agreement documents 	<ul style="list-style-type: none"> » 7-10 years experience in cultural resources compliance » Demonstrated experience in similar roles/responsibilities on transportation projects, specifically with bridges and/or railways

Project Controls		
Role/Classification	Responsibilities	Qualifications
Scheduling Specialists	<ul style="list-style-type: none"> » Prepare and/or review construction schedules for major complex major transportation projects » Develop construction schedules including cost loading and resource loading features » Develop and advise on contract time determinations for projects in development 	<ul style="list-style-type: none"> » 10 years of experience as a scheduler in transportation infrastructure development and construction industry » Demonstrated experience in similar roles/responsibilities as a scheduler on complex major transportation infrastructure projects » Demonstrated capability/experience with Primavera P6 » Demonstrated capability/experience analyzing construction baseline and monthly schedule updates » Demonstrated ability to analyze and assess Time Impact Analyses

Project Controls		
Role/Classification	Responsibilities	Qualifications
Estimating Specialists	<ul style="list-style-type: none"> » Prepare conceptual, design level, and final construction estimates for complex major transportation projects » Review and evaluate cost estimates » Prepare estimates at a detailed level » Ensure timely completion of estimates » Understand scope of work to bid » Manage bid pricing from all vendors » Prepare cost analysis 	<ul style="list-style-type: none"> » Bachelor's degree in a relevant engineering discipline, construction management, or related field » 10 years of experience as an estimator in transportation infrastructure development and the construction industry » Experience preparing project and O&M estimates » Demonstrated experience in similar roles/responsibilities on complex major transportation infrastructure programs » Knowledge of quantity computations, unit price analyses including labor, material, equipment, overhead, and profit computations, and application of appropriate contingencies based on risk assessments
Contracts Specialists	<ul style="list-style-type: none"> » Intimate knowledge and thorough understanding of construction contracts, applicable codes, schedule and familiarity with materials, methods, and processes of construction. » Negotiation and contract interpretation skills. » Responsible for obtaining, verifying, processing, documenting, and maintaining records relevant to a project including claims, change proposals and change orders, requests for information, correspondence, payment application, contract documents, and other documentation. » Responsible vetting of delay claims and providing recommendation to senior management » Responsible for schedule time impact analysis and provides mitigation recommendations. 	<ul style="list-style-type: none"> » Bachelor's degree in a relevant engineering discipline, construction management, or related field » 15 years of experience in transportation infrastructure development and construction industry » Demonstrated experience in similar roles/responsibilities on major complex transportation infrastructure programs » High level of experience in claims mitigation and forensic analysis » Knowledge of and experience in schedule preparation, schedule integration, and schedule critical path forensic analysis
Claims & Change Management ?	<ul style="list-style-type: none"> » Intimate knowledge and thorough understanding of construction contracts, applicable codes, schedule and familiarity with materials, methods, and processes of construction. » Responsible for analysis or preparation of responses to construction claims » Provide guidance in evaluating contractual matters including changes, delays, directives, topics of concern to mitigate and protect VPRA's interests » Negotiation and contract interpretation skills. » Responsible for obtaining, verifying, processing, documenting, and maintaining records relevant to a project including claims, change proposals and change orders, requests for information, correspondence, payment application, contract documents, and other documentation. » Develops and implements processes and procedures for managing all contract, cost or schedule changes (claims, delays, etc.) » Develops and implements negotiation strategies to bring all changes to quick resolution » Manages modifications to existing contract to mitigate risk and project VPRA's interests 	<ul style="list-style-type: none"> » 10 years of experience in transportation infrastructure development and construction industry » Demonstrated experience in similar roles/responsibilities on major complex transportation infrastructure programs » Working knowledge of construction industry terminology, business practices, contract administration principles, and contract negotiations principles and strategy » Proficient in the use of contract administration principles and practices » Understanding of legal requirements related to contracts and federal procurement
Procurement Manager ?	<ul style="list-style-type: none"> » Provide input, clarity and guidance to contractual strategies and delivery method evaluation, assisting VPRA in the understanding of risks and timeframes associated with the various strategies » Assist project team with qualifications and proposal evaluations and recommendations » Establish procedures for receipt and evaluation of SOQs and Proposals, and procedure to handle Q&A from contractors during procurement and prepares addenda » Prepare RFQs and RFPs in conjunction with the project team for different delivery methods » Assist with negotiation and finalization of contract documents » Review contractor submittals for conformance to requirements of RFQ/RFP and works with VPRA to achieve closing of the contract documents 	<ul style="list-style-type: none"> » Bachelor's degree in engineering, construction management or related field » 10 years of experience in transportation infrastructure development and construction industry » Demonstrated experience in similar roles/responsibilities as a on major complex transportation infrastructure program. » Knowledge of alternative delivery methods

Project Controls		
Role/Classification	Responsibilities	Qualifications
Alt Delivery Procurement Specialist ?	<ul style="list-style-type: none"> » Provide input, clarity and guidance to contractual strategies and delivery method evaluation, assisting VPRA in the understanding of risks and timeframes associated with the various strategies » Assist project team with qualifications and proposal evaluations and recommendations » Establish procedures for receipt and evaluation of SOQs and proposals, and procedure to handle Q&A from contractors during procurement and prepares addenda » Prepare RFQs and RFPs in conjunction with the project team for different delivery methods » Assist with negotiation and finalization of contract documents » Review contractor submittals for conformance to requirements of RFQ/RFP and works with VPRA to achieve closing of the contract documents. 	<ul style="list-style-type: none"> » Bachelor's degree in Engineering, Construction Management or related field » 10 years' experience in transportation infrastructure development and construction industry » Demonstrated experience in similar roles/responsibilities as a on major complex transportation infrastructure program. » 10+ years experience in alternative delivery methods.
Cost Manager ?	<ul style="list-style-type: none"> » Serves as management and administrative lead for the financial management aspects of the project » Responsible for monthly invoice reviews, recommendation for payment and documentation » Oversee project schedule of values, stored materials tracking, documentation, and payment recommendation » Ensure compliance with federal and state requirements associated with project funding 	<ul style="list-style-type: none"> » Bachelor's Degree in finance » 10 years of experience as financial manager on a project of similar magnitude and complexity. » Demonstrated knowledge of public policy and business practices related to transportation issues. » Demonstrated knowledge, skills, and experience to manage, coordinate, and oversee multiple project support efforts in order to meet on-time, on budget, high quality business objectives.
Document Control ?	<ul style="list-style-type: none"> » Implement and maintain document management system for maintaining contract documents and project documents » Implement efficient work-flow process, monitor daily activity, implement modifications » Work within the existing Electronic Document Management System (EDMS) QA/QC Plan » Retrieve files from EDMS, manage document naming convention, numbering, assigning, and distribution » Process incoming/outgoing documentation » Initiate and track document reviews » Ensure that electronic record files as required are maintained in good order to comply with QA and contractual requirements » Conduct internal Quality Audits of document management system 	<ul style="list-style-type: none"> » Bachelor's degree in business administration or similar field » Seven years of experience in similar role working in transportation infrastructure development and construction industry » Experience working on design, pre-construction, construction and closeout or similar projects in a document control role » Technical knowledge of industry documents, records and data management systems, and document management processes, procedures and systems
Risk Management ?	<ul style="list-style-type: none"> » Establish, implement and manage process and procedures to control risk and manage contingency. » Develops business status reports for potential/actual budget and schedule impacts of risk, claims, disputes and Contract changes » Develop, maintain and update the project risk register during the design and construction phases of the project while identifying the highest risk elements of the project, regardless of responsibility, and develops and executes risk mitigation » Develop and implement effective risk management documentation; » Manage the risk management process including risk identification, assessment, analysis, mitigation planning, and tracking of identified risks; 	<ul style="list-style-type: none"> » Bachelor's degree in engineering, construction management, or related field » 15 years of experience in transportation infrastructure development and construction » Demonstrated experience as Contract Risk Specialist on complex major transportation infrastructure program/projects » Demonstrated working knowledge of cost risk analysis software (@Risk or Crystal Ball etc.) and schedule risk analysis software (Primavera Risk Analysis etc.)

Project Controls		
Role/Classification	Responsibilities	Qualifications
Information Management & Reporting ?	<ul style="list-style-type: none"> » Manage and develop project reports to the project leadership and project stakeholders » Develop project progress tracking for project leadership and field personnel » Maintain dashboards and accuracy of information reported » Establish reporting and distribution protocols (types of reports, frequency, distribution), processes, and procedures. » Oversee and manage collection of PMIS business requirements, systems integration, and deployment of the PMIS system » Ensure accuracy of data, data refresh intervals, and proper sourcing of data in conjunction with automated data provisioning 	<ul style="list-style-type: none"> » Bachelor's degree in related field » Five years of demonstrated experience in similar roles/responsibilities, such as reporting on a project of similar magnitude and complexity » Demonstrated knowledge, skills, and experience to manage, coordinate, and oversee multiple project support efforts in order to meet on-time, on budget, high quality business objectives
Information Technology Support ?	<ul style="list-style-type: none"> » Provide IT support to project staff » Ensure adequate IT equipment is available to project staff, such as monitors, docking stations and other peripheral items, printers and projector(s) » Oversee installation and management of wi-fi throughout the office » Support project staff in resolving IT issues in the shortest possible time 	<ul style="list-style-type: none"> » Bachelor's degree in information management » Demonstrated experience in similar roles/responsibilities » Five or more years of professional work experience
Project Administration ?	<ul style="list-style-type: none"> » Provide subcontracting and vendor interactions to ensure they are under contract and invoicing is approved » Assist with project billing, invoicing, and cost review » Support various office functions and activities to ensure project and administrative needs are met » Work with project management team to prepare and update project management plans, quality management plans, safety plans, and risk management plans » Develop and manage high-quality professional deliverables on projects and tasks » Participate in project meetings as needed and present project/task updates 	<ul style="list-style-type: none"> » Bachelor's degree in business administration » 10+ years of professional administrative work experience » Five or more years of directly related experience in the engineering consulting environment is preferred
FTA/FRA Coordinator ?	<ul style="list-style-type: none"> » Manage and develop project reports in compliance with FTA requirements » Establish reporting and distribution protocols (types of reports, frequency, distribution), processes, and procedures in compliance with FTA requirements » Work with internal and external project stakeholders to ensure that reporting and information needs are being met » Oversee compliance with federal and state requirements associated with project funding 	<ul style="list-style-type: none"> » Bachelor's degree in related field » 10+ years of experience » Demonstrated experience in similar roles/responsibilities as information manager on a project of similar magnitude and complexity » Demonstrated knowledge, skills, and experience to manage, coordinate, and oversee multiple project support efforts in order to meet on-time, on budget, high quality business objectives

Civil Rights		
Role/Classification	Responsibilities	Qualifications
Civil Rights Manager	<ul style="list-style-type: none"> » Perform investigative process including interviewing the parties and witnesses, collecting and reviewing relevant documents, mediating the claims, and attending possible site visits » Prepare written reports summarizing and analyzing the evidence collected in the investigation and prepare a draft analysis of whether there is reason to believe that discrimination may have occurred » Prepare written conciliation agreements, maintain case information in databases, and communicate effectively with parties, witnesses, attorneys, and other stakeholders » Develop and conduct staff training sessions, workshops, continuing legal education events, and other events on specific issues » Review certified payrolls for compliance to the contract documents » Perform field functions such as Davis-Bacon interviewing/reporting and auditing EEO/Labor Boards at project sites 	<ul style="list-style-type: none"> » 10 years or more of equivalent experience » Bachelor's degree in business or related field. Advanced degree in business or civil rights certification a plus » Demonstrated experience in similar roles/responsibilities as a civil rights specialist or manager » Experience working with VA, DC, and railroad agencies is preferred » Familiarity with office technology and information systems, including databases, case management software, digital legal research sources, online communications, and word processing » Strong analytical, writing, and critical thinking skills; ability to problem solve, analyze, summarize, and effectively produce high quality written work in a sound and supportable manner
Mentor-Protégé Liaison ?	<ul style="list-style-type: none"> » Work with project manager and civil rights manager to develop and manage the overall mentor-protégé plan, policies and procedures, and monitoring metrics » Manage mentor-protégé relationship and customer relationship through electronic and face-to-face communication » Conduct regular meetings to discuss progress against Development Assistance Plan Milestones and Metrics » Manage data calls, requests, and other inquiries from protégé and client 	<ul style="list-style-type: none"> » Five or more years of relevant experience leading mentor-protégé plans » Excellent written and oral communications skills, and a thorough knowledge of industry practices and regulations » Adept at multitasking and responding to ad hoc and short-fused taskings » Proven success engaging with prime firms, subcontractors, and government agencies
DBE Compliance ?	<ul style="list-style-type: none"> » Ensure minority business compliance and reporting on the project » Monitor contract compliance and performance at all stages of the contract » Promote outreach events by conducting or participating in industry training, forums, workshops, and seminars for small business enterprises » Assist in the pre-qualification and certification of vendors » Monitor and provide prime firm's list of minority certified subcontractors being utilized at inception of the project and state why the subcontractor was chosen » Oversee compliance to subcontractors in all aspects of the project including, but not limited to, prompt payment, discrimination, living wages law, and disseminating the trade union wage schedule to the prime firm 	<ul style="list-style-type: none"> » Bachelor's degree or equivalent work experience » Minimum 3-5 years' experience in contract management with a working knowledge of policies and procedures » Working knowledge of contracting concepts

Public Outreach		
Role/Classification	Responsibilities	Qualifications
Communications Specialist	<ul style="list-style-type: none">» Develop materials to communicate key construction information and issues to affected audience including, but not limited to, talking points, FAQs, presentation decks, executive remarks, web content, social media content, and news releases response letters» Maintain database of stakeholder comments, responses, and decisions along with back-up information» Maintain communications task tracking spreadsheet for VPRA and Stakeholder Manager» Assist with in-person and virtual public meetings, community briefings, event planning, and media relations	<ul style="list-style-type: none">» Bachelor's degree in communications, public policy, or similar» Five years or more of related experience» Background in infrastructure and/or local/state government preferred
Graphic Designer/Website Manager	<ul style="list-style-type: none">» Design layout of materials to include brochures, animation-enhanced detour maps, presentation decks, and website pages	<ul style="list-style-type: none">» Bachelor's degree in graphic design, digital design, web design, visual communications, or related discipline» Three or more years of related experience preferred» Proficiency in Adobe Photoshop, Illustrator, and InDesign required
Social Media Specialist	<ul style="list-style-type: none">» Develop editorial calendar and ongoing content for posting on VPRA social media platforms» Monitor social media for Long Bridge dialogue and draft responses to questions and comments	<ul style="list-style-type: none">» Bachelor's degree in graphic design, digital design, web design, visual communications or related discipline» Three or more years of experience» Experience leading social media for active, high-profile initiatives preferred



Key Staff Certification



THIS IS TO CERTIFY THAT

Jefferson Ryscavage

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

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Jovita Stander

HAS BEEN FORMALLY EVALUATED FOR EXPERIENCE, KNOWLEDGE AND SKILLS IN THE SPECIALIZED AREA OF
DEVELOPING AND MAINTAINING THE PROJECT SCHEDULE AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

PMI Scheduling Professional (PMI-SP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE





Randall T. Black
Chair, Board of Directors



Sunil Prashara
President and Chief Executive Officer

PMI-SP® Number: 2694301
PMI-SP® Original Grant Date: 30 November 2019
PMI-SP® Expiration Date: 29 November 2022



Project Management Institute

THIS IS TO CERTIFY THAT

Jovita Stander

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE



Randall T. Black
Chair, Board of Directors

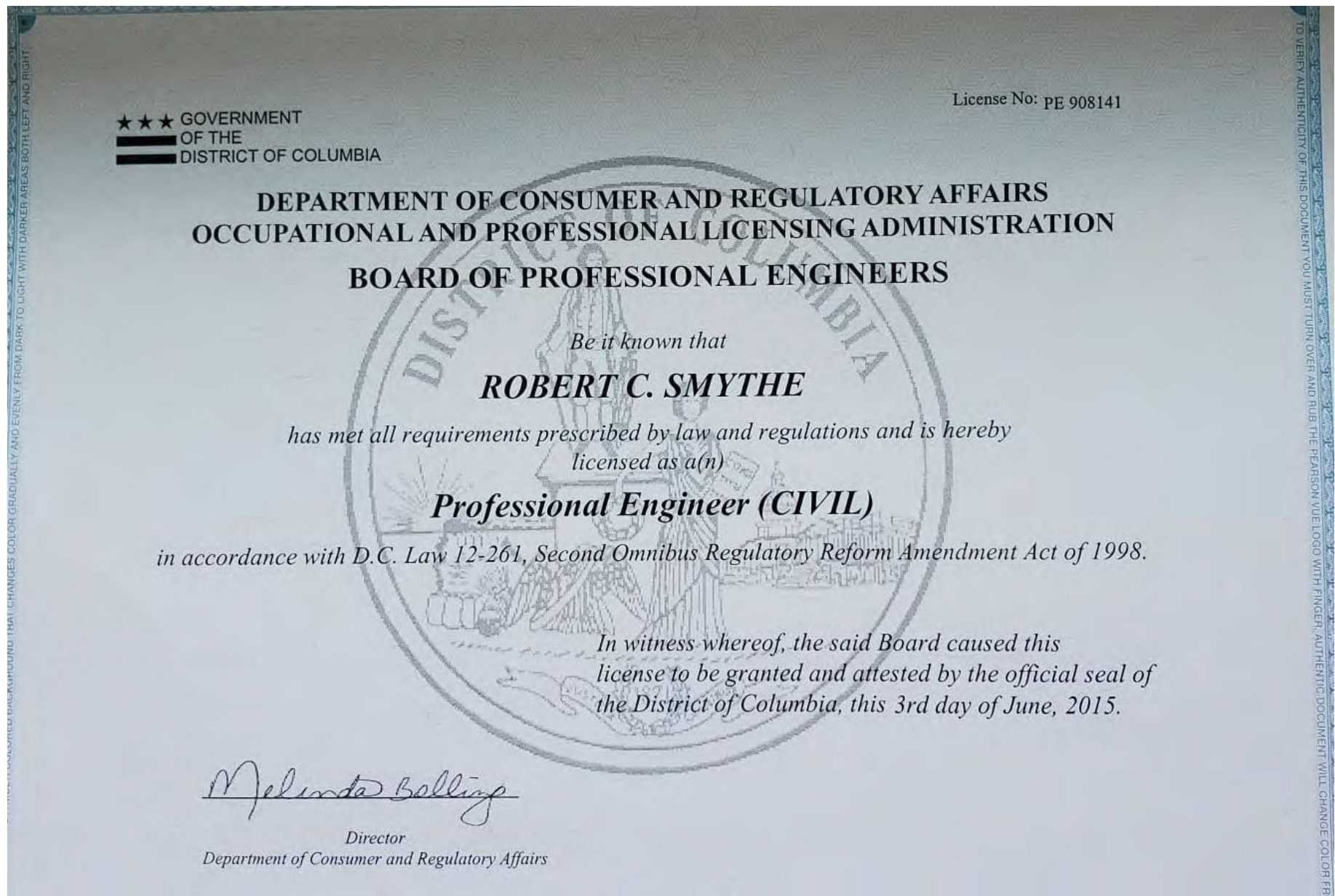


Sunil Prashara
President and Chief Executive Officer



PMP® Number: 2553903
PMP® Original Grant Date: 26 March 2019
PMP® Expiration Date: 25 March 2022





State of Maryland



Department of Labor, Licensing and Regulation Maryland State Board for Professional Engineers

This is to certify that, subject to biennial renewal,

Robert C. Smythe

is authorized to practice as an

Professional Engineer

and is hereby licensed in the State of Maryland.

In testimony whereof, *witness the signature of the Chairman,*
under seal of the Board, this 11th day of June, 2012

License No. 0042410



Howard C. Handwerker II, PE

CHAIRMAN




This certificate hereby qualifies

Henry Kay, AICP

as a member with all the benefits of a Certified Planner and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 29555


James M. Drinan, JD
Executive Director


Glenn E. Larson, AICP
President



C A R R O L L C O M M U N I T Y C O L L E G E

of Recognition

Katey J. Traut

has successfully completed

**Forest Conservation Qualified
Professional Training
TEC-350-A2**

Awarded this 13th day of **October, 2007**

CEUs: 4.5

Clock Hrs: 45

Dr. Faye Pappalardo
President

Karen M. Meikle
Vice President, Continuing Education & Training



221-03 0207



The International Society of Arboriculture

Hereby Announces That

Katey Traut

Has Earned the Credential

ISA Certified Arborist ®

By successfully meeting ISA Certified Arborist certification requirements through demonstrated attainment of relevant competencies as supported by the ISA Credentialing Council

Caitlyn Pollihan
Caitlyn Pollihan
CEO & Executive Director

4 January 2014

Issue Date

30 June 2023

Expiration Date

MA-5542A

Certification Number





***Society of Wetland Scientists
Professional Certification Program, Inc***

renews the designation

Professional Wetland Scientist

For

Katey K. Traut

In recognition of all the professional requirements approved by the Society of Wetland Scientists Certification
Renewal Program, and verified by the Society's Certification Renewal Review Panel.
Professional Wetland Scientist Number 2681 issued on 4/22/2016 and recertified on 6/11/2021.
Due to recertify again by 4/22/2026.



Kimberli J. Ponzio, PWS
President

Pat Frost, PWS
Certification Renewal Chair



Proposed Staff Certification

THIS DOCUMENT IS PRINTED ON WATERMARKED PAPER, WITH A MULTI-COLORED BACKGROUND AND MULTIPLE SECURITY FEATURES. PLEASE VERIFY AUTHENTICITY.

State Of New Jersey
New Jersey Office of the Attorney General
Division of Consumer Affairs

THIS IS TO CERTIFY THAT THE
Board of Prof. Engineers & Land Surveyors

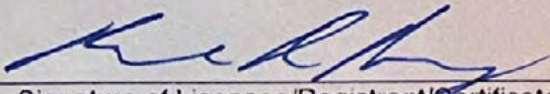
HAS LICENSED

Rolando R. Amaya
221 Gentry Avenue
Alexandria VA 22305

FOR PRACTICE IN NEW JERSEY AS A(N): **Professional Engineer**

02/17/2022 TO 04/30/2024
VALID

24GE04702800
LICENSE/REGISTRATION/CERTIFICATION #


Signature of Licensee/Registrant/Certificate Holder


ACTING DIRECTOR

EXPIRES ON
06-30-2023

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

NUMBER
0402038207

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



MIRIAM FLO KRONISCH
12210 KYLER LANE
HERNDON, VA 20171




Mary Broz-Vaughan, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)

DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR APELSCIDLA
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402038207 EXPIRES: 06-30-2023

MIRIAM FLO KRONISCH
12210 KYLER LANE
HERNDON, VA 20171



(FOLD)

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

DPOR-PC (02/2017)



The Department of Consumer and Regulatory Affairs grants this license, in support of and under the authority of the:
District of Columbia Board of Professional Engineers

to: MIRIAM KRONISCH

as a: Professional Engineer



license number:
PE908078

effective date:
9/1/2022

expiration date:
8/31/2024

Ernest Chappell

Director

Department of Consumer and Regulatory Affairs



The Construction Manager Certification Institute

CCM

Certified Construction Manager

Miriam Kronisch

has voluntarily met the prescribed criteria of the CCM program with regard to formal education, practical experience and demonstrated capability and understanding of the construction management body of knowledge. The aforementioned individual has met the professional standards and demonstrated a commitment to providing the highest level of quality professional construction management services.

1275

CMCI #

D.J. Mason III
CMCI Board of Governors Chair







May 2007



Certification Date

May 2024

Valid Through

7:40






 MENU
LOGIN


Keith Powley, CCM

Job Title: Sr. Transportation Program Manager


Company Name: WSP

City: Charlotte

State: NC


Expiration Date: July 08, 2023

CMCI Number: 2511



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License Lookup: License Search Results

DPOR License Lookup License Number 0402053979

License Details

Name	POOLE, KATHERINE LAURA
License Number	0402053979
License Description	Professional Engineer License
Rank	Professional Engineer
Address	POTOMAC, MD 20854
Initial Certification Date	2014-08-20
Expiration Date	2024-08-31

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DPOR License Lookup build 1,452 (built 2021-09-14 01:36:33).



The Department of Consumer and Regulatory Affairs grants this license, in support of and under the authority of the:
District of Columbia Board of Professional Engineers

to: KATHERINE POOLE

as a: Professional Engineer



license number:
PE907850

effective date:
9/1/2022

expiration date:
8/31/2024

Ernest Chappah

Director

Department of Consumer and Regulatory Affairs



10/3/22, 3:45 PM

Katherine Poole | Construction Management Association of America



MENU

MY ACCOUNT ([HTTPS://CMAANET.FORCE.COM/PORTAL/S/](https://CMAANET.FORCE.COM/PORTAL/S/)) 

[ABOUT US \(/ABOUT-US\)](#) [MEMBERSHIP \(/MEMBERSHIP\)](#) [CERTIFICATION \(/CERTIFICATION\)](#)

[EDUCATION & TRAINING \(/EDUCATION-TRAINING\)](#) [BOOKSTORE \(/BOOKSTORE\)](#) [CONFERENCES \(/CONFERENCES\)](#)

[RESOURCES \(/RESOURCES\)](#)

Katherine Poole, PE, CCM

Job Title: Construction Manager

Company Name: RK&K

City: Washington

State: DC

Expiration Date: May 26, 2024

CMCI Number: 4926



Our Mission is to promote, support, educate, and develop professionals who lead the delivery of programs and projects within the built environment.

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(void(0))

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04/07/2022

5,869,268

STATE BOARD FOR PROFESSIONAL ENGINEERS

23 05 52614 SRINIVAS R GUNNA

6280 04-06-2022

MESSAGE(S):

A. A LICENSEE SHALL COMPLETE A MINIMUM OF 16 PDH UNITS.

B. A MINIMUM OF 1 PDH IN EACH BIENNIAL LICENSING TERM SHALL BE EARNED FROM PARTICIPATION IN CONTENT RELATED TO ONE OF THE FOLLOWING: ETHICS, CODE OF CONDUCT, STANDARDS OF PRACTICE OR REGULATIONS APPLICABLE TO THE PRACTICE OF ENGINEERING IN MARYLAND.

C. A MAXIMUM OF 8 PDH EARNED IN EXCESS OF 16 UNITS CAN BE APPLIED TO THE NEXT LICENSING TERM.

D. NEW LICENSEES ARE NOT PERMITTED TO CARRY FOWARD HOURS ON THEIR FIRST RENEWAL CYCLE.



LICENSE * REGISTRATION * CERTIFICATION * PERMIT

STATE OF MARYLAND
MARYLAND DEPARTMENT OF LABOR

Lawrence J. Hogan, Jr.
Governor
Roy E. Rutherford
Lt. Governor
Tiffany P. Robinson
Secretary

STATE BOARD FOR PROFESSIONAL ENGINEERS
CERTIFIES THAT:

SRINIVAS R GUNNA

IS AN AUTHORIZED: 05 - PROFESSIONAL ENGINEER

LIC/REG/CERT
52614

EXPIRATION
05-10-2024

EFFECTIVE
N/A

CONTROL NO
5869268

Tiffany P. Robinson

Signature of Bearer

Secretary

WHERE REQUIRED BY LAW THIS MUST BE CONSPICUOUSLY DISPLAYED IN OFFICE TO WHICH IT APPLIES

23 05 52614

5,869,268

23 05 52614

STATE BOARD FOR PROFESSIONAL ENGINEERS
500 N. CALVERT STREET
BALTIMORE, MD 21202-3651

SRINIVAS R GUNNA
12223 CALVERTS RUN COURT

LA PLATA

MD 20646

		LICENSE * REGISTRATION * CERTIFICATION * PERMIT STATE OF MARYLAND MARYLAND DEPARTMENT OF LABOR		Lawrence J. Hogan, Jr. Governor Roy E. Rutherford Lt. Governor Tiffany P. Robinson Secretary
STATE BOARD FOR PROFESSIONAL ENGINEERS CERTIFIES THAT: SRINIVAS R GUNNA				
IS AN AUTHORIZED: 05 - PROFESSIONAL ENGINEER				
LIC/REG/CERT	EXPIRATION	EFFECTIVE	CONTROL NO	
52614	05-10-2024	N/A	5869268	
Signature of Bearer <i>Tiffany P. Robinson</i>		Secretary		

Remove your new Pocket Certificate
from the receipt portion and carry
it with you at all times.

02/09/22

02/09/22

CUT HERE

CUT HERE

STATE OF CALIFORNIA
dca
DEPARTMENT OF CONSUMER AFFAIRS

BOARD FOR PROFESSIONAL ENGINEERS,
LAND SURVEYORS, AND GEOLOGISTS

2535 CAPITOL OAKS DRIVE, SUITE 300

SACRAMENTO, CA 95833-2944

(916) 999-3600 Toll Free: (866) 780-5370

www.bpelsg.ca.gov



CERTIFICATE NO.

C 82223

CIVIL ENGINEER

EXPIRATION

03/31/24

SRINIVAS REDDY GUNNA

12223 CALVERTS RUN COURT

LA PLATA MD 20646

Signature

RECEIPT NO.

20402003

Mississippi Board of Licensure For Professional Engineers and Surveyors

Srinivas Reddy Gunna

HAS BEEN GRANTED A LICENSE AS A

Professional Engineer #15564

Expiration Date: 12/31/2022

SIGNATURE OF LICENSEE



WORLD SAFETY ORGANIZATION

This Is to Certify That

Christine M. Shaver

Has Met the Requirements and Is Conferred the WSO

Certified Safety & Security Director

Transit Bus & Rail

Credential by the WSO Certification/Accreditation Board

as Witnessed and Certified by the Seal of the World Safety Organization.

No. **1092**
MARCH

ISSUE DATE:
05 JUN 2019

WSO Certification
2022-2023



Chairman of the Board

World Management Center
Warrensburg, Missouri, USA



The WSO Certification Program
is internationally accredited
in compliance with ISO/IEC 17024:2012.



WORLD SAFETY ORGANIZATION

This Is to Certify That

Christine M. Shaver

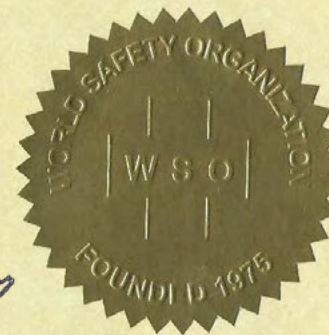
Has Met the Requirements of Membership
and Is Hereby Designated

Affiliate Member

No. **024770**
MARCH

ISSUE DATE:
13 JUL 2018

**WSO Membership
2022-2023**



Chairman of the Board

World Management Center
Warrensburg, Missouri, USA



The WSO Certification Program
is internationally accredited
in compliance with ISO/IEC 17024:2012.

United States Department of Transportation Transportation Safety Institute Certificate

This is to certify that

Christine M. Shaver

*Has successfully completed the requirements of, and is hereby awarded the
Federal Transit Administration and Transportation Safety Institute's*

Transit Safety and Security Program Certificate (Transit Rail Program)



Earned on the 9th day of May 2014



Christine A. Lawrence

Acting Manager, Transit Safety & Security Division

Ken Womack

Director, Transportation Safety Institute

United States Department of Transportation Transportation Safety Institute Certificate

This is to certify that

Christine M. Shaver

*Has successfully completed the requirements of, and is hereby awarded the
Federal Transit Administration and Transportation Safety Institute's*

Transit Safety and Security Program Certificate (Transit Bus Program)



Earned on the 9th day of December, 2014



Christine A. Lawrence

Acting Manager, Transit Safety & Security Division

Ken Womack

Director, Transportation Safety Institute



U.S. Department of Transportation

THE FEDERAL TRANSIT ADMINISTRATION,
OFFICE OF TRANSIT SAFETY AND OVERSIGHT

Certifies that

Christine M. Shaver

Has successfully completed

THE PUBLIC TRANSPORTATION SAFETY CERTIFICATION TRAINING
PROGRAM FOR RAIL

And is therefore awarded this

Certificate of Completion

Completed: April 29, 2022

Expires: May 9, 2024

A handwritten signature in black ink, reading "Gail Lyssy", written over a horizontal line.

Gail Lyssy, Acting Associate Administrator for Transit Safety and Oversight


COMMONWEALTH of VIRGINIA

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


EXPIRES ON
08-31-2024


NUMBER
0402042589

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



KEITH LAMONT FOXX
8419 CHILLUM CT
SPRINGFIELD, VA 22153





Daniel J. Miller, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)

DPOR COMMONWEALTH of VIRGINIA
Department of Professional and Occupational Regulation

BOARD FOR AP/ELSCIDLA
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402042589 EXPIRES: 08-31-2024

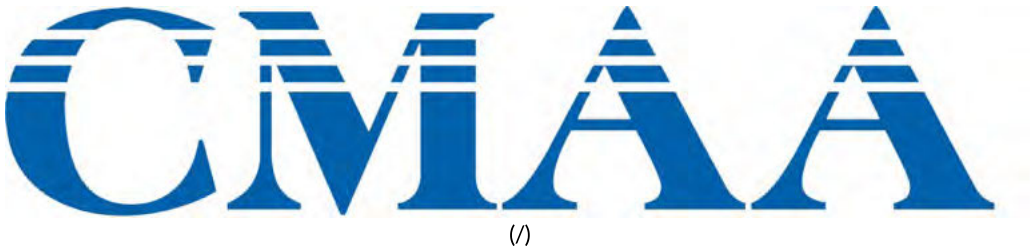
KEITH LAMONT FOXX
8419 CHILLUM CT
SPRINGFIELD, VA 22153



(FOLD)

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

DPOR-PC (02/2017)



MENU

LOGIN (/SAML_LOGIN) 

Keith Foxx, PE, PMP


Job Title: Principal
Company Name: No Employer Selected
City: Springfield
Expiration Date: August 06, 2025
CMCI Number: 3181




Our Mission is to promote, support, educate, and develop professionals who lead the delivery of programs and projects within the built environment.

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- (void(0))

About CMAA 

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Keith Foxx, P.E.

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IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

Jennifer Sharp | Chair, Board of Directors



Pierre Le Manh | President & CEO

PMP® Number: 1577924

PMP® Original Grant Date: 12 February 2013

PMP® Expiration Date: 12 February 2025



EXPIRES ON

01-31-2024

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233


Telephone: (804) 367-8500

NUMBER


0402026666

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

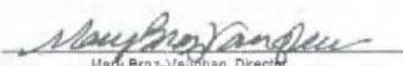
PROFESSIONAL ENGINEER LICENSE



MARK BRIAN HENRY
700 EAST PRATT ST
STE 500
BALTIMORE, MD 21202



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


Mary Broz-Vaughan, Director

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

09/23/2022

5,948,097

STATE BOARD FOR PROFESSIONAL ENGINEERS

23 05 39362 MARK BRIAN HENRY

6084 09-22-2022

MESSAGE(S):

A. A LICENSEE SHALL COMPLETE A MINIMUM OF 16 PDH UNITS.

B. A MINIMUM OF 1 PDH IN EACH BIENNIAL LICENSING TERM SHALL BE EARNED FROM PARTICIPATION IN CONTENT RELATED TO ONE OF THE FOLLOWING: ETHICS, CODE OF CONDUCT, STANDARDS OF PRACTICE OR REGULATIONS APPLICABLE TO THE PRACTICE OF ENGINEERING IN MARYLAND.

C. A MAXIMUM OF 8 PDH EARNED IN EXCESS OF 16 UNITS CAN BE APPLIED TO THE NEXT LICENSING TERM.

D. NEW LICENSEES ARE NOT PERMITTED TO CARRY FOWARD HOURS ON THEIR FIRST RENEWAL CYCLE.

	LICENSE * REGISTRATION * CERTIFICATION * PERMIT STATE OF MARYLAND MARYLAND DEPARTMENT OF LABOR		Lawrence J. Hogan, Jr. <small>Governor</small> Boyd K. Rutherford <small>LT Governor</small> Tiffany P. Robinson <small>Secretary</small>
	STATE BOARD FOR PROFESSIONAL ENGINEERS <u>CERTIFIES THAT:</u> MARK BRIAN HENRY		
IS AN AUTHORIZED: 05 - PROFESSIONAL ENGINEER			
<u>LIC/REG/CERT</u> 39362	<u>EXPIRATION</u> 09-24-2024	<u>EFFECTIVE</u> N/A	<u>CONTROL NO</u> 5948097
Signature of Bearer WHERE REQUIRED BY LAW THIS MUST BE CONSPICUOUSLY DISPLAYED IN OFFICE TO WHICH IT APPLIES		 Secretary	

23 05 39362

5,948,097

23 05 39362

STATE BOARD FOR PROFESSIONAL ENGINEERS
1100 N. EUTAW STREET
BALTIMORE, MD 21201

MARK BRIAN HENRY
81 MOSHER STREET

BALTIMORE

MD 21217

	LICENSE * REGISTRATION * CERTIFICATION * PERMIT STATE OF MARYLAND MARYLAND DEPARTMENT OF LABOR		Lawrence J. Hogan, Jr. <small>Governor</small> Boyd K. Rutherford <small>LT Governor</small> Tiffany P. Robinson <small>Secretary</small>
	STATE BOARD FOR PROFESSIONAL ENGINEERS <u>CERTIFIES THAT:</u> MARK BRIAN HENRY		
IS AN AUTHORIZED: 05 - PROFESSIONAL ENGINEER			
<u>LIC/REG/CERT</u> 39362	<u>EXPIRATION</u> 09-24-2024	<u>EFFECTIVE</u> N/A	<u>CONTROL NO</u> 5948097
Signature of Bearer		 Secretary	



10/3/22, 6:04 PM

Register of Professional Archaeologists - My profile



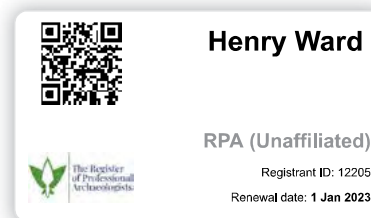
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Membership details

Membership card



[Image optimized for smartphones](#)

<https://rpanet.wildapricot.org/sys/profile>

1/5

EXPIRES ON

02-29-2024

COMMONWEALTH of VIRGINIA

Department of Professional and Occupational Regulation

9960 Mayland Drive, Suite 400, Richmond, VA 23233


Telephone: (804) 367-8500

NUMBER


0402049634


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

PROFESSIONAL ENGINEER LICENSE



MATTHEW M HAYEK
120A MIDHURST RD
BALTIMORE, MD 21212




Demetrios J. Mellis, Director

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

(SEE REVERSE SIDE FOR PRIVILEGES AND INSTRUCTIONS)

DPOR-LIC (02/2017)

(DETACH HERE)



BOARD FOR APESCIDLA
PROFESSIONAL ENGINEER LICENSE
NUMBER: 0402049634 EXPIRES: 02-29-2024

MATTHEW M HAYEK
120A MIDHURST RD
BALTIMORE, MD 21212



[FOLD]

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

DPOR-PC (02/2017)

06/11/2021

5,705,189

STATE BOARD FOR PROFESSIONAL ENGINEERS

23 05 40741 MATTHEW M HAYEK 6345 06-10-2021

MESSAGE(S):

JUST A REMINDER. EFFECTIVE 1/15/2018 THE NUMBER OF REQUIRED PDH'S HAS BEEN REDUCED FROM 24 TO 16. ALSO THERE IS NO CATEGORY A OR B.

TECHNICAL, RESEARCH, ANALYTICAL, OR DESIGN ASPECTS OF ENGINEERING;
LAWS AND REGULATIONS APPLICABLE TO THE PRACTICE OF ENGINEERING IN MARYLAND;
ENGINEERING RELATED COMPUTER HARDWARE AND SOFTWARE TOPICS;
STANDARDS OF PRACTICE OR CARE; PROFESSIONAL ENGINEERING ETHICS;
PROJECT MANAGEMENT, RISK ASSESSMENT AND MANAGEMENT, OR EMERGENCY AND
DISASTER MANAGEMENT; OR SIMILAR TOPICS AIMED TO MAINTAIN, IMPROVE, OR
EXPAND THE SKILLS AND KNOWLEDGE RELEVANT TO THE LICENSEES FIELD.

A MINIMUM OF 1 PDH IN EACH BIENNIAL LICENSING TERM SHALL BE EARNED FROM THE PARTICIPATION IN THE COMPLETION OF QUALIFYING PROGRAMS WITH CONTENT RELATED TO THE FOLLOWING: ETHICAL CONCERNS AND CONFLICTS RELATED TO ENGINEERING FAMILIARITY WITH CODE OF CONDUCT, STANDARDS OF PRACTICE OR MARYLAND LAW



LICENSE * REGISTRATION * CERTIFICATION * PERMIT

STATE OF MARYLAND

MARYLAND DEPARTMENT OF LABOR

STATE BOARD FOR PROFESSIONAL ENGINEERS

CERTIFIES THAT:

MATTHEW M HAYEK



IS AN AUTHORIZED: 05- PROFESSIONAL ENGINEER

LIC/REG/CERT
40741

EXPIRATION
06-19-2023

EFFECTIVE
N/A

CONTROL NO
5705189

Tiffany P. Robinson

Signature of Board

Secretary

WHERE REQUIRED BY LAW THIS MUST BE CONSPICUOUSLY DISPLAYED IN OFFICE TO WHICH IT APPLIES

23 05 40741

5,705,189

23 05 40741

STATE BOARD FOR PROFESSIONAL ENGINEERS
500 N. CALVERT STREET
BALTIMORE, MD 21202-3651

MATTHEW M HAYEK
120A MIDHURST RD

BALTIMORE

MD 21212

		LICENSE * REGISTRATION * CERTIFICATION * PERMIT STATE OF MARYLAND MARYLAND DEPARTMENT OF LABOR		Lawrence J. Hogan, Jr. Governor Boyd K. Rutherford Lt. Governor Tiffany P. Robinson Secretary
STATE BOARD FOR PROFESSIONAL ENGINEERS <u>CERTIFIES THAT:</u> MATTHEW M HAYEK				
IS AN AUTHORIZED: 05- PROFESSIONAL ENGINEER				
<u>LIC/REG/CERT</u>	<u>EXPIRATION</u>	<u>EFFECTIVE</u>	<u>CONTROL NO</u>	
40741	06-19-2023	N/A	5705189	
Signature of Board <i>Tiffany P. Robinson</i>		Secretary <i>Tiffany P. Robinson</i>		

The Construction Manager Certification Institute

CCM

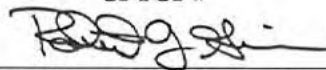
Certified Construction Manager

Matthew Hayek

has voluntarily met the prescribed criteria of the CCM program with regard to formal education, practical experience and demonstrated capability and understanding of the construction management body of knowledge. The aforementioned individual has met the professional standards and demonstrated a commitment to providing the highest level of quality professional construction management services.

15488

CMCI #



CMCI Board of Governors Chair



January, 2020

Certification Date

January, 2023

Valid Through



This certifies that
Matthew Hayek
*having given satisfactory evidence of qualifications
and fitness, is hereby certified as a*
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INTERSTATE 395 EXPRESS LANES NORTHERN EXTENSION

Initial Project Management Plan

Submitted to
Federal Highway Administration



Submitted by
Virginia Department of Transportation



May 2017

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PREFACE

This document is intended to guide the development of the Interstate 395 (I-395) Express Lanes Northern Extension project from the environmental and procurement phases through the implementation of the operations and maintenance of the facility. Creation of this document fulfills the requirements of the Federally-legislated *Moving Ahead for Progress in the 21st Century Act (MAP-21)*, (Public Law 112-141), whereby a Project Management Plan is required when the estimated total cost of a project receiving Federal financial assistance is greater than \$500,000,000 (Major Project). The document is in accordance with the Federal Highway Administration's (FHWA) *Project Management Plan Guidance*, dated January 2009. The latest transportation authorization bill signed into law on December 4, 2015, *Fixing America's Surface Transportation Act (FAST Act)*, carries forward these same requirements for Project Management Plans for Major Projects.

The I-395 Express Lanes Northern Extension project is being pursued as a "Concessionaire Enhancement" as defined in the 95 Express Lanes Comprehensive Agreement. The Concessionaire, 95 Express Lanes LLC, will be responsible for financing, designing, constructing, and operating and maintaining the 395 Express Lanes facility as outlined in the Comprehensive Agreement. The Concessionaire has recently procured a Design-Builder through a competitive bidding process which will be responsible for the final design and construction of the project.

The Virginia Department of Transportation (VDOT) is the project's primary sponsor and will have oversight of the I-395 Express Lanes throughout the term of the Comprehensive Agreement.

At this time, FHWA is providing financial assistance for activities related to the preliminary development of the project (agreements, technical requirements, environmental documents, preliminary design of certain project components, and oversight of the procurement). Additional Federal funding will be required for the final design and construction of the project. On July 6, 2016, the U.S. Department of Transportation awarded a Fiscal Year 2016 FASTLANE grant towards VDOT's Atlantic Gateway program. \$80 million of the \$165 million FASTLANE grant (Components 2A, 2B, and 2C) will be applied towards the I-395 Express Lanes Northern Extension project. In addition to the Federal funding required, a combination of private equity, third party debt (Private Activity Bonds), a Virginia Transportation Infrastructure Bank (VTIB) loan, and State funds will be required.

The purpose of the Project Management Plan is to clearly define the roles, responsibilities, processes, and activities which will result in the Major Project being developed, implemented, and ultimately completed (i) on-time, (ii) within budget, (iii) with the highest degree of quality, (iv) in a safe manner for both the individuals working on the project and for the traveling public, and (v) in a manner in which the public trust, support, and confidence in the project will be maintained. The goal of the Project Management Plan is to provide guidance to the parties involved for the effective and efficient management of the scope, budget, schedule, and quality of the project. The Project Management Plan can be viewed as the umbrella document over other guidance documents and manuals that provide significantly greater detail for the management systems and procedures for a specific functional area. The Project Management Plan may refer to these other documents and manuals, but does not repeat the detailed information. Furthermore, the Project Management Plan is not a legal document, but may reference items that are included in contract documents or agreements.

This Project Management Plan has been developed by VDOT, in consultation with the Federal Highway Administration (FHWA). The initial Project Management Plan will be signed by the VDOT Chief Engineer, or his/her designee, and the FHWA Division Administrator, or his/her designee.

This Project Management Plan is intended to be a “living” document in which all items necessary for a complete description of the work are not yet available or foreseen, since the planning of this project is preliminary at the time of writing of the initial Plan. Updates and addenda will be provided at periodic intervals to reflect current project conditions as the project progresses. Updates will also be made at specific milestones as identified below:

- Within 120 days after submission and approval of the selected Design-Builder’s Design Quality Management Plan and Construction Quality Management Plan, as required by the Request for Proposals (RFP). This update will include design and construction phase updates.
- Upon significant changes to the project management procedures or processes from those that were identified and approved under the current Project Management Plan.
- Within 90 days after the tolling commencement date, in order to capture lessons learned during construction.

A table of revisions will be included as changes are made. The responsibility to maintain the Project Management Plan lies with the VDOT Project Manager.

SECTION 1: PROJECT PURPOSE, GOALS, AND OBJECTIVES

This section describes the project purpose and need, as well as the goals and objectives. The overarching key objectives as stated below will govern the project throughout the development, construction, and operation.

1.1 Project Purpose and Need

The purpose of the I-395 Express Lanes Northern Extension project is to (1) reduce congestion within the I-395 corridor, (2) provide for additional travel choices, (3) improve travel reliability, and (4) improve roadway safety. The project study limits are from Turkeycock Run in Alexandria on the south end to the Washington D.C. line on the north end (approximately 8 miles in length). Transition areas extending slightly beyond these termini are included in order to connect proposed improvements with the existing facility on either end. Crossroads and interchange areas are also included in the project study, as well as lands adjacent to the corridor. The following interchanges along I-395 are included in the study area, moving south to north:

- Turkeycock Run
- Duke Street/Little River Turnpike (Route 236)
- Seminary Road (Route 420)
- King Street (Route 7)
- Shirlington Road
- Glebe Road (Route 120)
- Washington Boulevard (Route 27)
- Eads Street near the Pentagon

Reduce Congestion. The I-395 corridor suffers from recurring congestion during peak commuter periods that extends for several hours during the morning and evening peak periods. Existing travel times along the northbound I-395 general purpose lanes between 6:00 a.m. and 10:00 a.m. range from 19 to 31 minutes with average travel speeds ranging from 20 to 34 mph, reflecting high levels of congestion during the morning peak hours. Under the 2040 No Build conditions, travel times in the northbound direction are predicted to increase by an additional 10 to 19 minutes.

Existing travel times along the southbound I-395 general purpose lanes between 3:00 p.m. and 7:00 p.m. range from 27 to 42 minutes with average travel speeds of 14 to 22 mph. Under the 2040 No Build conditions, travel times in the southbound direction are predicted to increase by an additional 10 to 19 minutes.

Provide Additional Travel Choices. I-395 is a multi-modal corridor that provides transportation services to a variety of users between Stafford County and Washington, D.C., in addition to regional travelers. The corridor provides access to the Pentagon which is a regional transit hub that serves the Metro system's Yellow and Blue lines, local and regional commuter buses, formal ridesharing, and informal ridesharing (also known as "slugging"). The I-395 corridor also serves many commuter and local bus lines serving local communities in Northern Virginia and Washington, D.C. These transit services suffer from the same congestion deficiencies as other transportation users along the I-395 corridor.

In addition, the existing Express Lanes network is critical because the network provides additional travel choices for a variety of users along I-95/I-395/I-495. Travel choice is limited for vehicles with less than three occupants that want to continue north along the I-95/I-395 Express Lanes facility north of the

Turkeycock Run interchange where these vehicles are required to exit the Express Lanes and enter the general purpose lanes. Similarly, vehicles with less than three occupants traveling southbound along I-395 do not have an option to access the Express Lanes system until south of Turkeycock Run.

Improve Travel Reliability. Travel time reliability is a quality of life issue for travelers along I-395 including HOV motorists and those using bus transit services along the corridor. Based on travel speed data in both the I-395 general purpose lanes and HOV lanes, highly variable travel speeds and resulting travel times are experienced by motorists. Although there is a higher degree of travel time reliability in the HOV lanes compared to the general purpose lanes, high levels of congestion and reduced travel speeds are experienced in the northbound HOV lanes during the a.m. peak period approaching the Eads Street interchange and entering Washington, D.C. There is a need to provide highly reliable travel times for motorist and transit services along the I-395 corridor throughout the day.

Improve Roadway Safety. Recurring daily congestion due to heavy commuter traffic that extends for many hours during both the morning and evening peak periods creates potential for crashes along the I-395 corridor in both the general purpose and HOV/HOT lanes. During a recent four year period (2012 through 2015), a total of 2,622 crashes were reported including 1,461 (56 percent) rear-end crashes, which are frequently attributed to congestion. The total crash rate in the northbound general purpose, southbound general purpose, and northbound HOV/HOT lanes is greater than the Statewide average Interstate crash rate, Statewide average urban Interstate crash rate, and Northern Virginia average crash rate. Under the future No Build conditions and with the anticipated increases in travel demand, congestion in the peak periods will increase, thereby increasing the potential for congestion-related crashes which account for the majority of reported crashes under existing conditions.

1.2 Project Goals and Objectives

This section documents the goals and objectives of the Project and how the requirements and commitments of the Major Project will be fulfilled.

1.2.1 Key Objectives/Goals

An initial partnering meeting was held among VDOT, FHWA, the Concessionaire, and the Design-Builder on March 1, 2017. As a result of the meeting, a Partnering Charter was developed to define team relationships, guide the team to meet or exceed project requirements, and provide specific goals for successful completion of the project (see Appendix A). The overarching key goals as stated below are included in the charter, and will govern the project throughout the development, construction, and operations.

- Ensure SAFETY for all Team employees, the traveling public, adjacent communities, and the end users of the Project;
- Complete all tasks and elements of the Project on SCHEDULE;
- Deliver all elements of the Project within the established BUDGETS;
- Use a “Right the First Time” approach that produces QUALITY designs, construction works, and project documentation;
- Meet or exceed DBE/SWaM and other Civil Rights project goals;

- Protect the ENVIRONMENT and promote the use of sustainable solutions;
- Provide timely and helpful PUBLIC INFORMATION to the traveling public, key stakeholders, and adjacent communities and businesses;
- Coordinate and manage all interfaces required to successfully deliver TOLLING and TRAFFIC MANAGEMENT SYSTEMS (TTMS) and commence tolling operations;
- Be a GOOD NEIGHBOR to adjacent communities and affected stakeholders; and
- Protect and enhance the REPUTATION of each Team member.

1.2.2 Metrics

In order to help ensure that the key goals will be monitored and reported on throughout the life of the project, specific performance metrics will be developed for all of the following:

- Safety, including tracking Lost Time Incidents (LTI), Recordable Incident Rates (RIR), and performance of safety audits.
- Schedule, including tracking of key milestone and completion dates.
- Budgets, including tracking of budgets contained in the Initial Financial Plan.
- Quality, including tracking of audits and Non-Conformance Reports (NCR).
- Civil Rights, including tracking DBE, SwaM, Trainee, and Local/Veteran required goals.
- Environment, including tracking environmental violations and possibly the incorporation of sustainable solutions.
- Public Information, including tracking feedback received from the public.
- TTMS, including tracking TTMS significant key milestones.
- Good Neighbor, including tracking community and service event participation and feedback received from the public.
- Reputation, including tracking of recognition and awards received.

SECTION 2: PROJECT DESCRIPTION

This section describes the proposed project and the current status of project activities to-date. It also provides the background information for the project, and documents important project decisions.

2.1 Project Background/Federal NEPA Process

The Interstate 395 corridor begins at the I-95/I-495 Capital Beltway Interchange and ends at New York Avenue, NW in Washington, D.C., an approximate distance of 14 miles. The existing I-395 facility in Virginia includes two reversible High Occupancy Vehicle (HOV) lanes between the northbound and southbound general purpose lanes.

In 1995, the Public-Private Transportation Act (PPTA) was signed into law, and was amended and re-enacted in 2005. PPTA allows for private entities to solicit VDOT to develop and/or operate and maintain transportation facilities in which VDOT determines a demonstrated need. In November 2005, the conceptual proposal submitted by Fluor and Transurban was selected by the PPTA Advisory Panel. As proposed at that time, the proposed improvements would expand the HOV system in the I-95/I-395 corridor and apply the High Occupancy Toll (HOT) concept. As a result of this action, VDOT, in cooperation with FHWA, initiated an environmental analysis to convert the existing HOV facility to a HOT lanes facility.

In January 2009, FHWA issued a Categorical Exclusion (CE) for the project. In February 2011, VDOT reduced the project scope by eliminating the I-395 portion of the HOV/HOT conversion north of Turkeycock Run and instead, focused on the traffic improvements along the I-95 corridor. An Environmental Assessment (EA) was then prepared for the new I-95 HOT Lanes project, and FHWA issued a Finding of No Significant Impact (FONSI) in December 2011.

In 2012, VDOT and 95 Express Lanes, LLC (95 Express) entered into a Comprehensive Agreement for the development of the I-95 Express Lanes. The I-95 Express Lanes project was opened to traffic in December 2014. The Comprehensive Agreement allows for the future development of the extension of the I-95 Express Lanes along the I-395 corridor similar to the limits originally proposed in 2005. In 2015, VDOT signed a Development Framework Agreement with 95 Express to extend the I-395 Express Lanes as a Concessionaire's Enhancement under the Comprehensive Agreement.

Specific VDOT responsibilities as a result of the agreements include:

- EA and supporting technical studies
- Preliminary noise barrier work
- Interchange Modification Report (IMR)
- Transit/Transportation Demand Management (TDM) study, to be conducted by the Department of Rail and Public Transportation (DRPT)
- Public outreach

Specific 95 Express responsibilities as a result of the agreements include:

- Preliminary engineering and design
- Cost estimating
- Finance plan
- Design-Build procurement
- Community outreach

- Construction and operation of the I-395 Express Lanes

On September 8, 2016, VDOT in cooperation with FHWA completed the *Interstate 395 Express Lanes Northern Extension Environmental Assessment* (EA) and issued the document for public availability. Section 1.1 above discusses the Purpose and Need for the project, along with the study area that was included in the EA. NEPA Public Information Meetings were held on April 11 and 13, 2016. The Design Public Hearings were held on October 24 and 26, 2016, as well as on November 30, 2016. A Finding of No Significant Impact (FONSI) was approved on February 28, 2017.

2.2 Project Description

I-395 Express Lanes Northern Extension. The proposed project will reduce congestion, improve safety, provide additional travel mode choices, and provide more reliable travel times along the I-395 corridor. The project will convert the two existing reversible HOV lanes within the existing median along the I-395 corridor to three Express Lanes within the existing footprint of the existing HOV facility, from the current Express Lanes northern terminus at Turkeycock Run to near the Washington D.C. line (approximate length of 8 miles). When completed, the proposed Express Lanes may be used by HOV 3+ vehicles for free, and by other permitted vehicles for a fee (toll). The completed 395 Express Lanes will be subject to the same operating rules and regulations as the existing 95 Express Lanes, and when complete the two will operate as a single, fully-integrated 95 Express Lanes facility.

The existing guardrail and concrete islands separating the Express Lanes from the general purpose lanes will be replaced with concrete barriers. The typical section will consist of three 11-foot wide travel lanes with a minimum 2-foot shoulder on the west side and a minimum 10-foot shoulder on the east side. Disabled vehicles and emergency responders will be able to use the east shoulder during emergency situations. See Figure 2 for existing and proposed typical sections.

The proposed access modifications along the I-395 study corridor are shown in the Table below.

Access Point		Access	
		Existing	Build Alternative
Turkeycock Run (north of Edsall Road)		AM: Full access between NB HOV/HOT lanes and GP lanes PM: Full access between SB HOV/HOT lanes and GP Lanes	AM: Full access between NB HOT lanes and GP lanes PM: Full access between SB HOT lanes and GP Lanes
Seminary Road – South Facing Ramp		AM: NB access from HOV lanes PM: SB access to HOV lanes (HOV at all times)	No change (would remain HOV at all times)
Seminary Road – North Facing Ramp		AM: NB access to HOV lanes PM: SB access from HOV lanes	AM: NB access to HOT lanes PM: SB access from HOT lanes
Shirlington Road – North Facing Ramp		AM: NB access to HOV lanes PM: SB access from HOV lanes	AM: NB access to HOT lanes PM: SB access from HOT lanes
Washington Boulevard – South Facing Ramp		AM: NB access from HOV lanes PM: SB access to HOV lanes	AM: NB access from HOT lanes PM: SB access to HOT lanes
Eads Street Interchange	Ramp from SB HOV Lanes to SB GP Lanes (south of Eads Street)	AM & PM: SB access from HOV lanes	Capacity and operational improvements to be evaluated as part of the Interchange Modification Report.
	Eads Street – NB Off Ramp from HOV	AM: NB access from HOV lanes PM: Closed	
	Eads Street – SB On Ramp to HOV	AM & PM: SB access to HOV lanes	
	Eads Street – NB On Ramp to HOV	AM & PM: NB access to HOV lanes	
	Eads Street – SB Off Ramp from HOV	AM & PM: SB access from HOV lanes	
NB Ramp from GP Lanes to HOV Lanes north of Eads Street		AM & PM: NB access to HOV lanes	AM & PM: NB access to HOT lanes

I-395 Express Lanes Northern Extension I-395 From North of Edsall Road to Eads Street Near the Pentagon

With the exception of the south facing ramp at the Seminary Road interchange which would remain a HOV ramp (at least initially), all other access points to and from the proposed I-395 Express Lanes would be converted to HOT ramps.

The proposed project includes modifications to the Eads Street interchange at the proposed northern terminus of the I-395 Express Lanes. This interchange is in a critical location as it serves the Pentagon Reservation and the Pentagon Transit Center, a major transit hub for the Washington, D.C. region and is a primary origin and destination point for transit riders and motorists using the existing I-395 HOV lanes. Several options were considered for the Eads Street interchange taking accessibility and congestion reduction into account, as well as balancing the needs for transit vehicles, motorists, and pedestrians. Additionally, compatibility with improvements proposed in the Pentagon Reservation Master Plan was considered. The Dual Reversible Eads Street Ramps option was selected as the preferred option because of the increase in capacity on the two ramps serving Eads Street from the south and the minimization of turning conflicts at the signalized intersections proposed along Eads Street. This option also minimizes disruption to the Pentagon South Parking Lot as compared to the other options considered.

I-395 Southbound Widening—Duke to Edsall. The I-395 Southbound additional through-lane project that provides a fourth general purpose lane from Duke Street (Route 236) to Edsall Road (Route 648), for an approximate length of 2.7 miles, will be procured under the same Design-Build solicitation as the I-395 Express Lanes Northern Extension project. The addition of the fourth lane in this area compliments the purpose and need of the I-395 Express Lanes extension by reducing congestion, improving safety, and providing more reliable travel times along the I-395 corridor.

In July of 2012, the Department conducted an operational and geometric feasibility study of various options to relieve recurring daily congestion within the southbound I-395 general purpose lanes between the Duke Street and Edsall Road interchanges. Six (6) design options, described in the below list, were identified for inclusion in the study:

1. I-395 SB Mainline—Provide new 4th travel lane and full-depth shoulder
2. I-395 SB Mainline – Provide full-depth shoulder for use as 4th peak period travel lane.
3. Duke Street Interchange—Partial cloverleaf interchange by removing existing southwest (SW) quadrant loop ramp and replacing it with a left-turn spur ramp off of the existing northwest (NW) quadrant directional ramp.
4. Duke Street Interchange—Diamond interchange by removing existing SW and NW quadrant loop ramps, and replacing them with new signalized directional ramps.
5. Edsall Road Interchange—Partial cloverleaf interchange by removing the existing NW quadrant loop ramp and existing SW quadrant directional ramp, and replacing them with a new signalized directional ramp in the SW quadrant.
6. Edsall Road Interchange—Diamond interchange with improvements associated with partial cloverleaf above, plus removal of the existing SW quadrant loop ramp and replacing it with a left-turn spur ramp off of the existing NW quadrant directional ramp.

Considering safety, operations, and costs, Options 1, 3, and 5 were carried forward into the preferred alternative. A Design Public Hearing for the preferred alternative was conducted on April 14, 2016. A follow-up Public Meeting for the I-395 Southbound Widening project was conducted on October 27,

2016. A Categorical Exclusion (CE) was approved for the Southbound Widening project on March 1, 2017.

During the procurement process for the inclusion of the I-395 Southbound Widening into the I-395 Express Lanes Northern Extension project, geometric revisions were made in order to reduce the overall cost of this portion of the project, while still providing the functionality needed for the proposed project benefits. The southbound deceleration lane at both the Duke and Edsall interchanges were relocated, from an independent ramp design on the west side of the bridge piers to an adjacent lane on the east side of the bridge piers, thereby eliminating slope protection work and minimizing retaining walls and earthwork. Additionally, lane and shoulder widths for the Duke to Edsall Collector-Distributor (C-D) ramp were minimized, thereby reduced retaining wall and soundwall work. Applicable Design Exception and Design Waiver requests for these elements have been approved by FHWA.

Seminary Road Sound Barriers. Also included under the same Design-Build procurement as the I-395 Express Lanes Northern Extension project are two sound barriers between Seminary Road (Route 420) and Duke Street, previously planned as part of the former Seminary Road HOV Ramp project (but not completed with that project). FHWA approved the Seminary Road project under a Categorical Exclusion on November 9, 2011. Other sound barriers will be required as part of the general I-395 Express Lanes Northern Extension project.

General Purpose Lane Bridge Rehabilitation. Additionally, the rehabilitation of the following Department owned and maintained general purpose bridges on or over I-395 are included in the Design-Build procurement:

- I-395 over Sanger Avenue—Structure No. 2805
- I-395 over West Braddock Road—Structure No. 2806
- I-395 (Northbound General Purpose and HOV) over Route 27 Northbound and Joyce Street—Structure No. 2040

Pentagon Reservation Improvements. See Section 8 for a full description of the scope of work and requirements for the Pentagon Reservation, as included in the I-395 Express Lanes Northern Extension project procurement.

Transit Investment. A long-term transit investment is also planned for the project via annual transit payments from toll revenues. As required under the Comprehensive Agreement, the Concessionaire will be required to make annual payments in the amount of \$15 million (minimum), for future transit improvements along the Express Lanes corridor. The first payment will be due upon service commencement of the I-395 Express Lanes Northern Extension, with annual payments due throughout the term of the Comprehensive Agreement.

2.2.1 Early Works Package

The Design-Build contractor began the Scope Validation and early design work on February 27, 2017, after the signing of the *Second Amendment to the Comprehensive Agreement Relating to I-95 HOV/HOT Lanes Project*. The Scope Validation period is the 90-day period that begins with receipt of the Limited Notice to Proceed (LNTF), and is an opportunity for the Design-Builder to verify and validate the contract documents for any defects, errors, or inconsistencies that may affect their ability to complete the project within the proposed contract price and schedule. VDOT and the Concessionaire then have 30 days following the ending of the Design-Builder's Scope Validation period to analyze the issues, and to determine the maximum cost exposure.

The benefits to starting the Scope Validation and additional early design work prior to the official NTP are:

- Competitive procurement process was maintained.
- Early additional design work will allow construction to start immediately after Financial Close.
- Service Commencement Date will ultimately be advanced, along with the receipt of the transit payments.
- VDOT assets will ultimately be completed sooner, relieving traffic congestions.
- If, for some reason, Financial Close is not reached, work products will be owned by the Department and may be used for either (1) assignment of the current 395 contract to the Department or its designee; or (2) an alternate procurement.

The Early Work activities are limited to a maximum total Design-Build cost of \$10.0 million, with an agreed upon cost-sharing between the Department and the Concessionaire. FHWA has reviewed the Early Work activities, and has approved Federal participation to pay for up to \$7,651,800 of the total amount, and for the specific activities found to be reasonable and eligible.

2.3 Financial Overview

2.3.1 Development Activities

VDOT is currently providing development activities related to project, including but not limited to:

I-395 Express Lanes Northern Extension

- National Environmental Policy Act (NEPA) document
- NEPA technical reports
- Preliminary noise barrier work
- Inclusion in the regional CLRP
- Interchange Modification Report (IMR)
- Regulatory compliance activities at Federal and State levels
- Development Framework Agreement, Second Amendment to the Comprehensive Agreement, Amended and Restated Comprehensive Agreement (ARCA), and associated exhibits
- P3 Technical Requirements
- Coordination with the Concessionaire-led activities, including preliminary engineering and design, cost estimating, and Design-Build procurement
- Early Works activities
- Public Outreach

Department Improvements (Duke to Edsall Widening, Seminary Road Sound Barrier, General Purpose Bridge Rehabilitation, and Pentagon Reservation)

- Preliminary engineering and design
- Cost estimates
- NEPA document
- IMR
- Inclusion in the regional CLRP
- Pentagon coordination and permits required for the Pentagon Reservation work
- Technical Requirements

- Early Works activities
- Plan of Finance
- Public Outreach

The estimated cost to the Department for the development activities noted above through Financial Close is approximately \$11.7 million, of which Federal funding assistance is included.

2.3.2 Financial Plan

The FHWA has provided guidance regarding the content and format of the Financial Plan required by MAP-21. The FHWA *Financial Plan Guidance*, December 2014, is incorporated here by reference http://www.fhwa.dot.gov/ipd/pdfs/project_delivery/financial_plans_guidance_dec14.pdf). The latest transportation authorization bill signed into law on December 4, 2015, *Fixing America's Surface Transportation Act (FAST Act)*, carries forward these same requirements for Financial Plans for Major Projects. Per the Guidance for other than Design-Bid-Build projects, VDOT will consult with FHWA concerning the timing of the initial Finance Plan.

2.4 Project Status

The Concessionaire issued the Notice of Award letter to the successful Design-Build Offeror on January 20, 2017. The Design-Build contract execution and Limited Notice to Proceed (LNTP) began February 24, 2017. The I-395 Express Lanes Northern Extension FONSI was approved on February 28, 2017. The key milestone dates for the project are indicated in the chart below:

Key Milestone	Date
Framework Agreement	Nov. 24, 2015
D-B Request for Proposal (RFP)	Aug. 10, 2016
Notice of Award Letter to successful D-B Offeror	Jan. 20, 2017
2 nd Amendment to CA (for Early Works to Begin)	Feb. 23, 2017
D-B Contract Execution	Feb. 24, 2017
I-395 Express Lanes FONSI	Feb. 28, 2017
I-395 Southbound Widening (Duke-to-Edsall) CE	Mar. 1, 2017
Final IMR	Late Apr. 2017
Amended and Restated Comprehensive Agreement (ARCA) and Commercial Close	Mid-May 2017
Financial Close between Concessionaire and Department	Late June, 2017
Construction Notice to Proceed (NTP)	July 1, 2017
Pentagon Improvements Final Completion	Mar. 31, 2019
Service Commencement Date	Sept. 29, 2019

Key Milestone	Date
Final Project Completion	May 16, 2020

The project status will be updated regularly and will be maintained on the VDOT project website at: http://www.viriniadot.org/projects/northernvirginia/395_express.asp.

2.5 Map/Typical Section

See Figure 1 for a map of the project area. See Figure 2 for typical sections of the I-395 Express Lanes.



- 1: Capacity and operational improvements are proposed at Eads Street Interchange.
- 2-5: All existing access points will remain the same and will provide access between I-395 and the express lanes – except for the Eads Street Interchange.
- 4: Seminary Road South-facing ramp remains limited to HOV-only at all times.

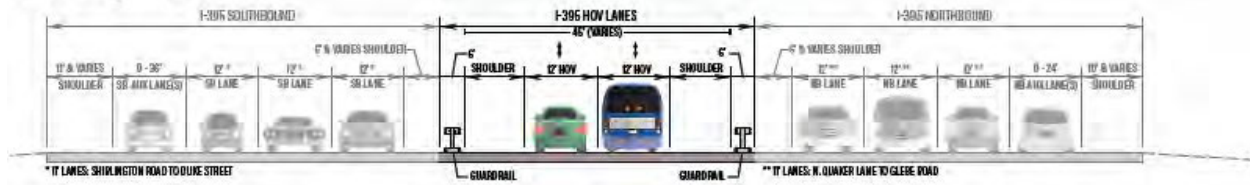
Access Points	Existing Access	Future Access
1 Eads Street Ramps	See Eads Street Interchange Display Boards	
2 Washington Boulevard – South Facing Ramp	AM: NB from HOV lanes PM: SB to HOV lanes	AM: NB from HOT lanes PM: SB to HOT lanes
3 Shirlington Road – North Facing Ramp	AM: NB to HOV lanes PM: SB from HOV lanes	AM: NB to HOT Lanes PM: SB from HOT lanes
4 Seminary Road – North Facing Ramp	AM: NB to HOV lanes PM: SB from HOV lanes	AM: NB to HOT lanes PM: SB from HOT lanes
4 Seminary Road – South Facing Ramp	AM: NB from HOV lanes PM: SB to HOV lanes	No change
	HOV only at all times	
5 Turkeycock Run (north of Edsall Road)	AM: NB access to and from HOV lanes PM: SB access to and from HOV lanes	AM: NB access to and from HOT lanes PM: SB access to and from HOT lanes

Figure 1. – I-395 Express Lanes Northern Extension Project Map

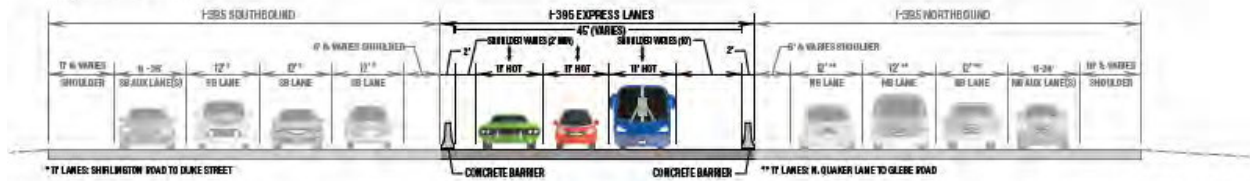
I-395 Express Lanes Northern Extension

I-395 From North of Edsall Road to Eads Street Near the Pentagon

Existing Condition



Proposed Condition



The two existing HOV lanes (or High Occupancy Vehicle) lanes will be converted to express lanes and a third lane will be added, providing three reversible express lanes.

Figure 2. – I-395 Express Lanes Typical Sections

SECTION 3: PROCUREMENT

VDOT is administering the procurement of the project under the Virginia PPTA process and in accordance with the *Implementation Manual and Guidelines for the Public-Private Transportation Act of 1995* (November 2014 latest edition).

3.1 PPTA Procurement Background

The PPTA is the legislative framework enabling the Commonwealth of Virginia, local governments, and certain other responsible public entities as defined in the PPTA, to enter into agreements authorizing private entities to develop and/or operate qualifying transportation facilities. The PPTA provides a unique mechanism for supplementing public funds available for transportation in the Commonwealth.

Public-Private Partnerships (P3) agreements will be put into place setting forth the framework for the conceptual, preliminary, and final planning of the project and facilities, and for financing, building, operating and maintaining facilities, through collaborative efforts of VDOT and the private entities. The parties intend and acknowledge that a highly cooperative, mutual collaboration will be pursued, under the terms of the contract documents, to engage the private entities' innovation, private sector resources, entrepreneurial skills, risk sharing and management capabilities, and technical and financial expertise, to bring the project and facilities to fruition. Section 4 provides descriptions of the roles and responsibilities for VDOT and the private entities.

3.2 Commonwealth Transportation Board (CTB) Actions

The I-395 Express Lanes Northern Extension project is being pursued as a "Concessionaire Enhancement" as defined in the 95 Express Lanes Comprehensive Agreement. The project was presented to the CTB at the January 17, 2017 Workshop. On February 16, 2017, the CTB approved action for the following two items as it relates to the project:

1. Action to enter into a Memorandum of Understanding (MOU) with Federal Highway Administration, for tolling I-95 HOV/HOT Lanes, as extended. Subsequent to the CTB action, the MOU was executed on April 10, 2017.
2. Action on designation of the I-395 Express Lanes Northern Extension as HOT Lanes.

3.3 Design-Build Procurement

The Concessionaire, 95 Express Lanes LLC (95 Express), is administering the Design-Build procurement for the project. 95 Express hosted an industry outreach meeting on March 23, 2016 in order to inform the contracting community about the I-395 Express Lanes Northern Extension project and to seek feedback from potential bidders on the procurement process. A Request of Qualification (RFQ) was then released on May 2, 2016 to the firms who had registered. After hosting a RFQ information meeting, 95 Express then completed the Statement of Qualifications evaluations and short-listed the top three qualifying Design-Build Offerors.

The Request for Proposals (RFP) was issued to the short-listed teams on August 10, 2016. Pre-proposal and one-on-one proprietary meetings were held with each of the Offerors. One of the three short-listed firms withdrew from the proposal process during the September timeframe. Technical Proposals were received from the remaining two Offerors on December 1, and Price Proposals were received on December 19, 2016. A Best and Final Offer (BAFO) process was incorporated in January 2017, and

revised Price Proposals were received on January 17, 2016. As noted in Subsection 2.4, the Design-Build contract was executed with the successful Design-Build Offeror on February 24, 2017.

Throughout this procurement, the Concessionaire and the Department have been seeking innovative and creative solutions to ease the congested I-395 corridor at a total cost to remain within budget. The Concessionaire and the Department intend for the procurement process to serve the public interest, encourage innovation, create long-term value, achieve cost efficiencies, and facilitate timely delivery of the project. These guiding objectives were the basis for the ultimate selection of the recommended Design-Build team, and will remain as guiding objectives throughout the life of the project.

3.4 Commercial and Financial Close

The Limited Notice to Proceed (LNTP) to begin the Early Works began on February 27, 2017. Execution of the Amended and Restated Comprehensive Agreement (ARCA), along with Commercial Close is scheduled for May 2017. Financial Close between the Department and the Concessionaire is scheduled for late June 2017.

SECTION 4: PROJECT ORGANIZATION

This section discusses how the project team is planned to be organized and staffed for the development phase of the project. As implementation of the project proceeds from procurement/project development to design, construction and start-up, the project organization will evolve to maximize the efficient use of staff and adjust to changing workloads.

4.1 Organizational Structure

The I-395 Express Lanes Northern Extension project team has been organized in a manner to achieve the project goals and objectives. The project team is comprised of the primary stakeholders and includes representatives from FHWA, VDOT, VDOT consultants, and the Concessionaire.

During the development phase, the project organizational structure (Figure 3) will be led by an Executive Steering Committee. The organizational structure will be further subdivided into functional work groups. The organization of the project team was developed taking the following considerations into account:

1. The decision-making process is facilitated;
2. The organizational approach reflects the complexity of the project and provides flexibility through all phases of the project; and
3. Managerial and technical areas are addressed.

The functional work groups will be comprised of VDOT and consultant staff. Additionally, primary stakeholders such as FHWA are included as members of work groups. The functional work groups have been established to identify, develop, review, and resolve project and discipline specific issues related to the development of processes and procedures, contract provisions, plans, reports, and scope refinement. A General Engineering Consultant (GEC) contract has been procured by which the GEC consultant staff will act as an extension of the VDOT internal staff so as to provide proper management and oversight for the project. VDOT in-house staff has been strategically placed within the project organization to ensure that proper checks and balances are in place, in order to not have consultant staff completely supervising other consultants.

The Executive Steering Committee will have the ultimate decision-making authority for the project. This will ensure that the project receives a high level of support and attention from each of the project partners. The Executive Steering Committee has the authority to define the project priorities and to determine project assignments for the work groups. The Committee will also be responsible for ensuring that the key objectives and goals as outlined in Section 1 are in the forefront of consideration when making project decisions. At the discretion of the Executive Steering Committee, advisory committees may be assigned to address specific project issues. Such advisory committees will provide support to the project, through the Project Manager.

The project organization chart will be revised as needed throughout the development of the project.

4.2 VDOT Management Team

VDOT recognizes the I-395 Express Lanes Northern Extension project as technically challenging and critical to both the Commonwealth and the Region. There are several factors that make this project unique, including:

- **Project magnitude**—The project represents an extensive improvement to the Interstate 395 corridor, affecting approximately 8 miles of interstate. VDOT and the Concessionaire will be responsible for overseeing the development, construction, and performance of associated tasks valued at approximately \$600 million. These tasks include, but are not limited to, final design engineering, construction, bridges/structures, sound barriers, right of way acquisitions, utility relocations, Intelligent Transportation Systems (ITS), tolling systems, congestion management initiatives, extremely high traffic volumes during construction, Pentagon coordination, and a public information outreach program.
- **Project schedule**—With a targeted opening of the Express Lanes in late 2019, a large amount of work will need to be accomplished within the time frame given. Project coordination across disciplines, with concurrent and multiple construction activities, will be required with the ITS and tolling system integration contractors, environmental agencies, and other partners in order for this project schedule to be met.
- **Environmental commitments and permitting**—The environmental plan will need to ensure compliance with the laws and policies of governing bodies at the Federal, State, and local levels.
- **Community involvement**—The surrounding communities have been involved during the NEPA and preliminary design process, and have high expectations for the project. A robust public outreach program will be needed to keep all interested parties informed of major events that may affect the project during the right-of-way, noise barrier analysis, and construction phases. Public meetings will be needed to increase public awareness of the project status and future plans, and to provide an avenue for public input.
- **High visibility**—The location of the project in the National Capital Region assures that the project will maintain high visibility from Federal, State, and local government officials. Past experiences with the Springfield Interchange, Woodrow Wilson Bridge, I-495 Express Lanes, I-95 Express Lanes, and I-66 Inside and Outside-the-Beltway projects have resulted in a Virginia MegaProjects program that helps to ensure effective public outreach and communications with local elected officials in order to identify and meet the expectations of the public.

In view of the foregoing, VDOT has chosen to develop a project-specific management structure with a combination of dedicated and shared resources to manage the project. Overall management of the I-395 Express Lanes Northern Extension project will be the responsibility of a full-time VDOT District Project Manager. The Project Manager will be the primary point of contact, with overall project direction being provided by the Executive Steering Committee. All information will flow through the Project Manager from the various technical and other support staff that will work on the project. The chairperson from each work group will report to the Project Manager.

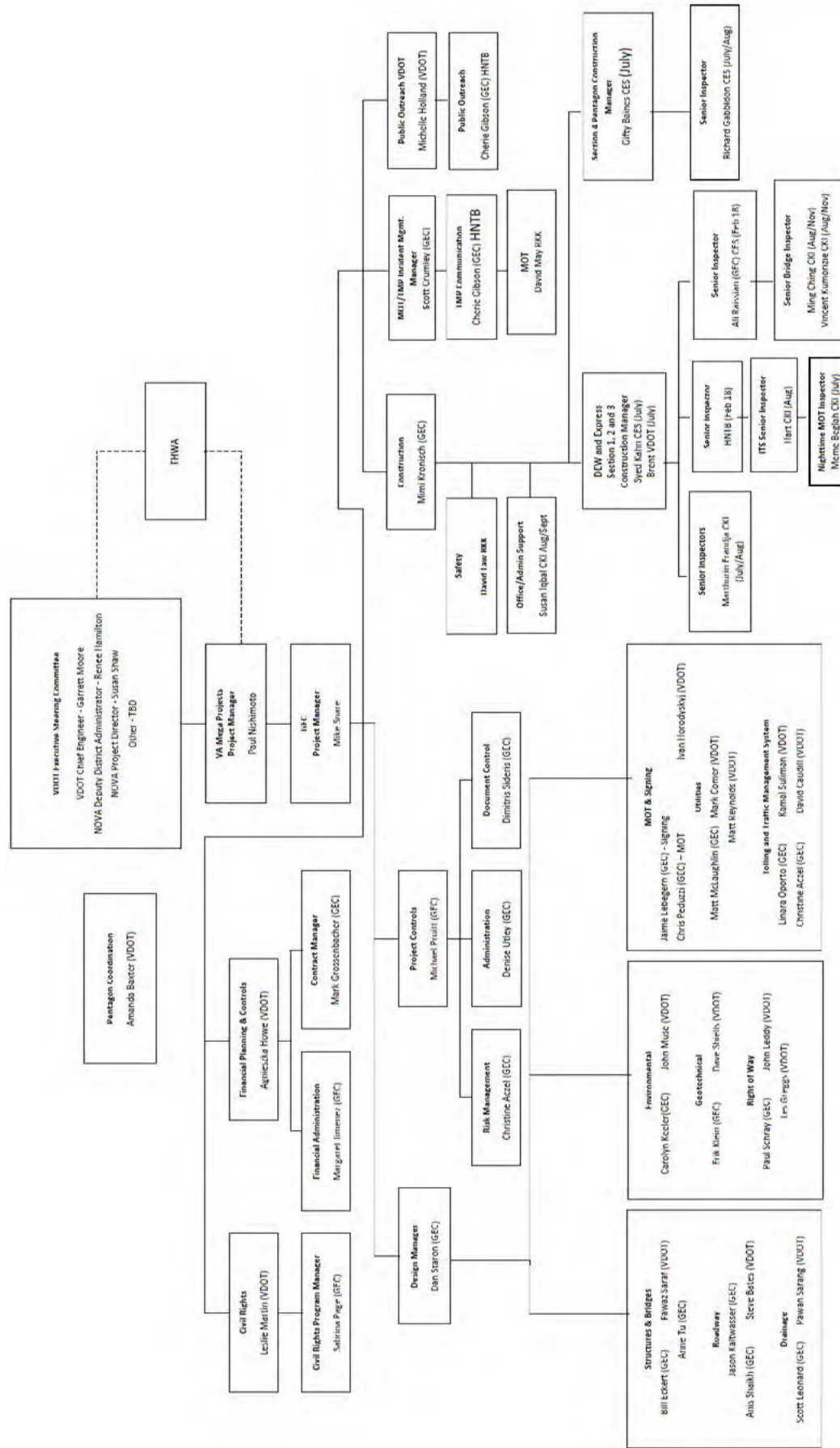


Figure 3. Project Organizational Structure

4.2.1 VDOT Roles and Responsibilities

VDOT will act as the owner for the project and will provide oversight of the Concessionaire. Additionally, VDOT will coordinate internal support for the project and will be responsible for review of the Concessionaire's work plans in accordance with the terms and conditions of the Comprehensive Agreement, and any successor agreements. Internal support will be in the form of project support from functional areas, as needed.

VDOT will provide the oversight function for overall program management that includes management support to the Project Manager, project and construction monitoring, and overall program responsibility for oversight of project controls, safety, environmental, right-of-way, and the public outreach programs. Additionally, VDOT will be responsible for development, maintenance, and reporting of the Project Management Plan and required Financial Plan.

District Project Manager. The Project Manager will be a representative from the VDOT Northern Virginia District and will be responsible for managing all elements of the project on behalf of VDOT. This position coordinates VDOT support for the project by engaging senior VDOT resources as needed. The Project Manager is the primary point of contact with VDOT, as well as with the Concessionaire. All correspondence and communication is directed through the Project Manager, or to person(s) specified by the Project Manager. The Project Manager and the Concessionaire will mutually agree upon a suitable procedure for establishing regular meetings among the various work group teams and support personnel. These meetings will address the project financial and schedule status and other pertinent project related information regarding issues with executing work as planned.

During the development phase of the project, the Project Manager will focus on project scope for development of the Comprehensive Agreement, as well as schedule, quality, and other issues as needed to reach Financial Close. The Project Manager will also have the responsibility for providing status reports and project updates to VDOT upper management, as well as to FHWA or other governmental agencies requiring this information.

4.2.2 VDOT Staffing

VDOT will provide necessary staff in support of the Project Manager as shown on the project organizational structure. As the project develops, additional resources and functional expertise will be added, when or as needed. This support may come from in-house or consultant resources.

4.3 Concessionaire's Management Team

4.3.1 Project Management Concept

VDOT will work with the Concessionaire in order to develop a management approach that will provide the following:

- **A Clear Definition of Success.** Defining the mutual outcomes required to deliver the transportation services that comprise the I-395 Express Lanes Northern Extension project. This includes establishing project goals and objectives, and metrics in order to track the success of meeting those stated goals and objectives.

- Executive Sponsorship. Executive sponsorship having the authority to make decisions and commit the team members as the single point of contact for all issues relating to VDOT. The Project Manager will manage the day-to-day interface with VDOT, effectively addressing all contractual matters and performance issues, such as: meeting schedule milestones; delivering and reporting on customer service standards; asset management reporting; and road operating conditions.
- A Central Structure. Required for developing a partnership with VDOT to establish mutual goals and strengthen lines of communications.
- Uniform and Consistent Communications. Needed to provide a complete understanding at all points during the project among all project functions and among the team members.
- Consistent Approach. Required for maintaining uniformity in performance of design, QA/QC, safety, traffic control, and environmental compliance among all team members.
- A Coordinated Public Outreach Program. Required for disseminating consistent information to the public throughout.

The Concessionaire will need to work closely with VDOT to build public and government support for the project during the development and design-build phases. The Design-Build team will lead the design-build activities, while Concessionaire will lead the operations/traffic management activities. Both entities will need to provide expertise in the areas of public outreach/communications and finance.

4.3.2 Project Organizational Structure (Concessionaire)

The Concessionaire's organizational structure will be modified during the life of the project to support the essential activities of each phase. The Executive Sponsors will provide oversight and make sure that all appropriate resources are available to support the project team. The organizational chart shown in Figure 4 provides for the initial framework. This organizational structure incorporates the major functions required for project success and creates a framework for interaction and cooperation during the project phases. The chart will be modified in future updates to the Project Management Plan as necessary to best incorporate the management concepts stated above.

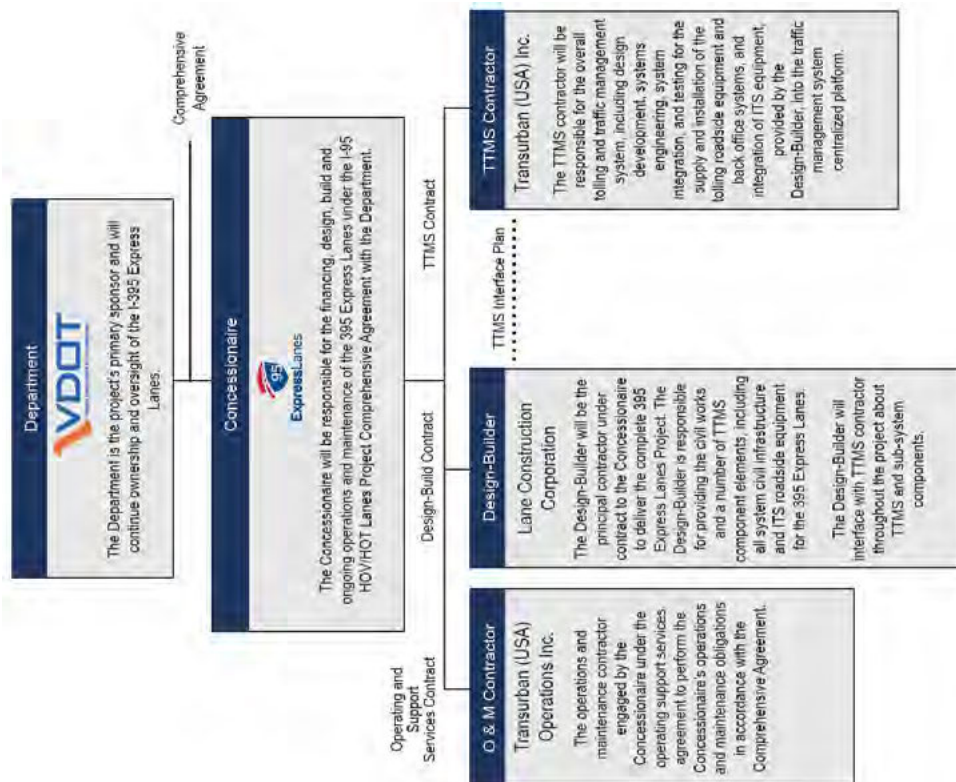


Figure 4. Concessionaire's Organization Chart

I-395 Express Lanes Northern Extension
I-395 From North of Edsall Road to Eads Street Near the Pentagon

4.4 FHWA Team

The Virginia Division Office is responsible for Federal project administration and oversight, including such activities as planning and environmental requirements, design, right-of-way, project financing, construction, and contract administration. The Virginia Division will be assisted by the FHWA Headquarters Office of Program Administration, Major Projects Team as it relates to major project issues. For TIFIA loan application submittals, the Division will coordinate project details with the USDOT.

4.4.1 FHWA Roles and Responsibilities

The FHWA responsibilities with respect to the project will be coordinated through the FHWA Project Manager who will be the primary FHWA representative on the project team. The FHWA team will conduct verification activities to ensure that the project implementation of the FHWA programs conform to established laws, regulations, and policies. The FHWA approach will be to “trust but verify” in order to have confidence in the quality of the product and the project team processes and, if required, work to improve the products and processes in accordance with assessment of risk and benefit. VDOT will bring important Federal issues to FHWA’s attention.

4.4.2 FHWA Approval and Process Participation

The FHWA and VDOT specific roles and responsibilities, as outlined in the *Stewardship and Oversight Agreement on Project Assumption and Program Oversight, by and Between the Federal Highway Administration, Virginia Division and the Virginia Department of Transportation*, executed June 2, 2015, shall apply. This agreement identifies the Federal-aid highway program project approvals and related responsibilities, and specifies which ones are subject to State assumption under the provisions of 23 U.S.C. 106(c) or other statutory or regulatory authority, as well as those which are reserved for FHWA. The agreement also allows for risk-based, enhanced oversight as follows:

Projects of Division Interest (PoDI) are projects that have an elevated risk, contain elements of higher risk, or present a meaningful opportunity for FHWA involvement to enhance meeting program or project objectives. Stewardship and oversight activities will be directed towards addressing risks that have been identified, and may include retaining certain project approvals or directing stewardship and oversight activities to a specific phase or element of the project. Compliance Assessment Program (CAP) reviews may also be conducted to help ensure adequate VDOT monitoring and compliance associated with the high risk areas.

Major Projects (with a total cost greater than \$500 million) will always be identified as a PoDI as Congress has directed an increased involvement by FHWA for these projects. The FHWA Division office will prepare a specific PoDI *Stewardship and Oversight Plan* detailing the enhanced oversight that will need to take place based on a risk-based assessment.

The FHWA Project Manager will be responsible for coordinating all project actions and approvals, with guidance provided by the FHWA Division office and other FHWA personnel. When requested by VDOT, the FHWA Project Manager or other appropriate FHWA Division representative will attend work group meetings and will participate when possible in:

- Informal reviews
- Design and Construction coordination meetings

- Formal reviews
- Design and Construction QA/QC programs

4.4.3 FHWA Staffing

FHWA will provide a Project Manager who will act as the Agency's focal point in the overall project administration and oversight, in analyzing information concerning the status of the project, and if appropriate coordinating the review and acceptance of FHWA required submissions. The FHWA Project Manager will be the primary contact in coordinating and providing status reports to FHWA Headquarters. The FHWA Project Manager will draw on additional FHWA resources as needed or required. FHWA specialists in the Virginia Division will be relied upon for their expertise and various Federal approvals. For instance, the Planning and Environment Team Leader will be the primary FHWA person for the NEPA process and will approve the NEPA documents. The FHWA Project Manager will be responsible for coordinating all design reviews, including any design exceptions and Interstate access approvals. Additionally, the FHWA Project Manager will approve change orders and other Federally-required actions. Other specialists in the areas of planning, right-of-way, bridge, civil rights, and finance will also be involved.

The Virginia Division Administrator and Assistant Division Administrator will provide important executive leadership and guidance for the project.

If a TIFIA loan application is submitted, the FHWA Virginia Division will provide a supportive role to the USDOT Build America Bureau Credit Office.

4.5 Other Government and Stakeholder Organization Roles and Responsibilities

4.5.1 Primary Stakeholders

In addition to FHWA, the Virginia Department of Rail and Public Transportation (DRPT) is a partner in this project because of the long-term transit investment associated with this project. As required under the Comprehensive Agreement, the Concessionaire will be required to make annual payments in the amount of \$15 million (minimum), for future transit improvements along the Express Lanes corridor. DRPT will be the lead agency in working with transit agencies and local jurisdictions for the future use of this investment.

4.5.2 Secondary Stakeholders

The following have been identified as secondary stakeholders:

- Pentagon
- Fairfax County
- Arlington County
- City of Alexandria
- Washington Metropolitan Area Transit Authority (WMATA)
- Corps of Engineers (Corps or COE)
- Environmental Protection Agency (EPA)
- Fish and Wildlife Service (FWS)

SECTION 5: PROJECT MANAGEMENT AND CONTROL

As owner of the I-395 Express Lanes Northern Extension project, VDOT will perform the role of an oversight manager for project activities from the initial NEPA phase until final project completion. In the capacity of oversight, VDOT will review the work of the Concessionaire. VDOT will also forward project deliverables to the applicable oversight organizations as required (FHWA and other stakeholders as appropriate).

Control and management of the project is subdivided into four interrelated variables: Scope, Schedule, Budget, and Cost. Management of these variables is the responsibility of the Project Manager who will periodically check to determine whether the ongoing work, be it procurement, development, design, or construction, is proceeding as planned “on time and on budget”. Management of these variables cannot start effectively until the project definition has advanced far enough to permit the project scope, quality, cost, and schedule to be reliably defined and then baselined.

VDOT has identified project management and control methodologies in accordance with standard industry practices for inclusion in the Comprehensive Agreement. The following provides VDOT’s initial project management and control methodology for the development phase of the project. Additional detail will be provided in the subsequent updates to this Project Management Plan.

5.1 Scope Management

The Concessionaire will be obligated to complete the scope of work within the milestone timeframes established in the Comprehensive Agreement. VDOT will monitor the milestones and scope of work to ensure conformance with the agreements. Changes to the final project scope can be made only when agreed to by VDOT and the Concessionaire. The Executive Steering Committee will need to approve any significant changes to the project scope, keeping the project’s key objectives and goals in the forefront of the final decision making.

5.2 Schedule Management

5.2.1 Schedule Development

In accordance with the Comprehensive Agreement, the Concessionaire will submit an initial Baseline Schedule within 30 days of the NTP Date, for review by the Department. The Baseline Schedule shall include all major activities in sufficient detail for the Department to monitor and evaluate design and construction progress from the Financial Closing Date to the project completion.

Schedule management will include the concept for development of a master project schedule, the approval/review procedures, the assumptions and requirements for schedule, and monitoring and reporting requirements. Additionally, schedule management will include:

- Identification of the software to be used for the schedule;
- Approved integrated project schedules with clear definitions of design and construction work scope and project milestones;
- Development of a comprehensive cost-loaded schedule;
- Detailed, frequent reporting to remain current with regard to activity progress and cost; and
- Management review to ascertain project status and to discuss project issues.

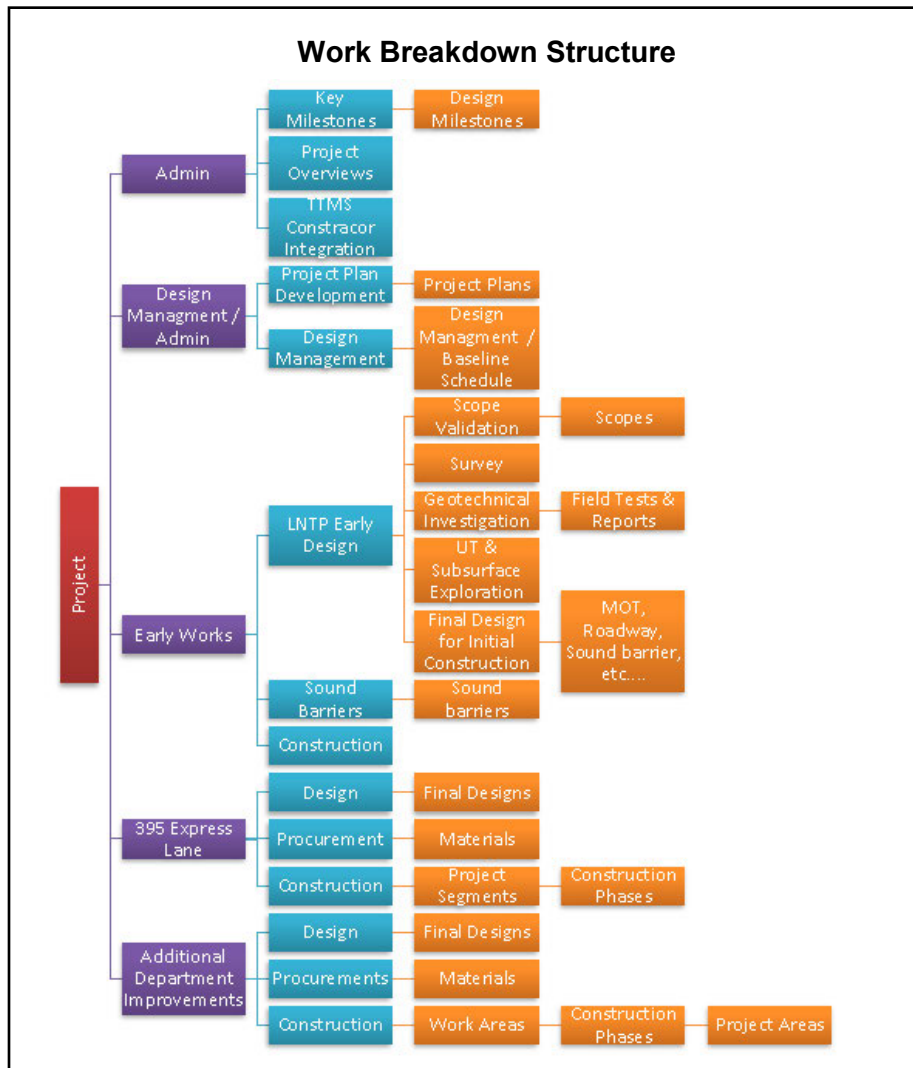
VDOT will work with the Concessionaire on the refinement of a detailed schedule, which will prioritize tasks, as well as identify critical path elements and other schedule dependent activities. The schedules will include elements such as a total budget cost loaded by activity, and cash flow curves to enable the project team to monitor budgets and forecasts and identify any variances from the plan. The schedule will be used as both a time and cost tracking mechanism as well as an integral part of the acquisition strategy, risk management, and financial management plans.

VDOT will evaluate the need for a comprehensive plan integrating schedules between other projects in the Northern Virginia region. At this time, it is anticipated that there may be other projects in varying stages of construction in the I-395 corridor project vicinity, specifically as listed below:

- Department of Rail and Public Transportation Transit Improvements
- Department Preventative Maintenance and Operational Contracts
- Concessionaire Preventative Maintenance and Operational Contracts
- Duke Street Pedestrian Improvements
- I-395 Electrical Retrofit
- Edsall over I-395
- Bridge Rehab at Route 7 (King Street) over I-395
- I-395 over Glebe Road and I-395 over Ramp G
- Landmark Mall Redevelopment
- I-395 over Four Mile Run
- Route 236 (Duke Street) over I-395 Bridge Rehab
- Operational Improvements at Seminary Road, Shirlington Interchange, and Duke Street of I-395
- I-395 Service Panel and Lighting Upgrade Phase 2
- I-395 Ramp Metering Upgrade
- Locality, Paving Schedule, and Pentagon projects

5.2.2 Initial Schedule

The Concessionaire has developed an early, conceptual schedule for the project using Primavera 6 scheduling software (see Appendix B). This conceptual schedule was developed in order to validate the key milestone dates that have been released to the public and local elected officials, and to begin identifying any potential schedule risk activities. For purposes of the conceptual schedule, the Work Breakdown Structure was generally organized as follows:



At this stage of early design development, the sequence of construction is as follows:

MOT Phasing and Segmentation. In the initial schedule, the project has been broken into four (4) segments and four (4) phases. The Segments are:

- Segment 1—Station 1533+65 to 1613+65
- Segment 2—Station 1613+65 to 1758+65
- Segment 3—Station 1758+65 to 1882+20
- Segment 4—Pentagon South Parking

The phases are as detailed below:

- **Phase 1** - The Design-Builder will construct the shoulder strengthening on the west side of the I-395 HOV lanes which will be used as temporary pavement for Phase 2 traffic.
- **Phase 2** – The Design-Builder will mill and overlay the existing I-395 travel lanes to wedge the roadway up to the proposed final grade, and also construct temporary pavement over the strengthened shoulder. The Design-Builder will then install the temporary barrier wall and shift traffic into the Phase 3 construction alignment.

- **Phase 3** – The Design-Builder will demolish the existing east shoulder, construct new travel lane, shoulder, drainage, barrier wall, underground utilities, lighting, ITS, signage, and roadside equipment, as well as bridge repairs and rehabilitation (Segment 2 and 3). The Design-Builder will also construct sound barrier on I-395 SB lanes during this phase to avoid MOT conflict from placing barrier wall on both sides of the I-395 SB lanes.
- **Phase 4** – The Design-Builder will shift the barrier walls across to west side of the I-395 HOV lanes, and shift HOV traffic east onto the newly constructed roadway. The Design-Builder will then demolish west shoulder, construct new travel lane, shoulder, drainage, barrier wall, underground utilities, lighting, ITS, signage, and roadside equipment, as well as bridge repairs and rehabilitation (Segment 2 and 3). The Design-Builder will also construct sound barrier on I-395 NB lanes during this phase to avoid MOT conflict from placing barrier wall on both sides of the I-395 NB lanes. For Segment 1, Phase 4 construction will not start until the completion of Duke-to-Edsall Phase 2 roadway work.
- **Gantries:** To deliver the four gantries at 210, 180, 150, and 120 days prior to the Service Commencement Date, the Design-Builder will isolate the scope of gantry work in their WBS within their corresponding sequence. The scope of the gantry works is as follows:
 - Gantry No. 1 is located in Segment 1. The Design-Builder will start construction of this gantry around the same time as Phase 4 ITS foundation installation. There are also activities created for the QC/QA tests and acceptance of the corresponding equipment, and turning over of the gantry structures to the TTMS Contractor.
 - Gantry No. 2 is located within Segment 2. The Design-Builder will start construction of this gantry around the same time as Phase 3 ITS foundation installation, but cannot complete gantry erection until the start of Phase 4 ITS foundation installation. Gantry Nos. 2, 3, and 4 have the same paving requirements, QC/QA tests, acceptance of the corresponding equipment, and turning over of the gantry structures to the TTMS Contractor as Gantry No. 1.
 - Gantry No. 3 is located within Segment 3. The Design-Builder will start construction at same time as Phase 3 ITS foundation installation, but cannot complete gantry erection until the start of Phase 4 ITS foundation installation.
 - Gantry No. 4 is located within Segment 3. The Design-Builder will start construction of this gantry at the same time as Phase 3 ITS foundation installation, but cannot complete gantry erection until the start of Phase 4 ITS foundation installation.

The following provides a summary of the key dates associated with the initial schedule developed for the project:

Key Milestone	Date
Limited NTP	Feb. 27, 2017
Construction NTP	July 1, 2017
Segment 4 Completion	Nov. 30, 2018
Segment Nos. 1, 2, and 3 Completion	July 23, 2019
Service Commencement Date	Sept. 29, 2019

Key Milestone	Date
Final Completion Date	May 16, 2020

Intermediate Milestones have been established in the Comprehensive Agreement, in addition to the final project completion:

- Pentagon South Parking—All work outlined in RFP Conceptual Plan will be completed on or before March 31, 2019.
- Seminary Road Soundwalls—Must be complete on or before Service Commencement, currently scheduled for Sept. 29, 2019.

5.2.3 Updates and Reporting

After approval of the Baseline Schedule, the master schedule and the supporting schedules will be updated monthly and on an as-needed basis to ensure adherence to the schedule requirements. The Project Manager will determine the format for reports that are acceptable to VDOT and FHWA and will forward to the Concessionaire for their use in compiling information.

As changes or potential delays become apparent, the Department in coordination with the Concessionaire will initiate schedule analyses to study the situations and determine the impacts of the delays. The project team in association with other project participants will analyze the delays, the impacts to the project completion, and make recommendations for schedule recovery. If a delay to the critical path of the project is identified, then the VDOT and Concessionaire Project Managers will ultimately be responsible for developing corrective action(s) to mitigate the delays.

5.3 Financial Management

Financial management incorporates the concepts used for development of the baseline budget for the estimated project costs and the cost control measures to be used.

5.3.1 FHWA Requirements

In addition to the Federally-legislated requirement for Project Management Plans, *MAP-21* (Public Law 112-141) also requires annual Financial Plans when the estimated total cost of a project receiving Federal financial assistance is greater than \$500,000,000 (denoted as a “Major Project”). The latest transportation authorization bill signed into law on December 4, 2015, *Fixing America’s Surface Transportation Act (FAST Act)*, carries forward these same requirements for Financial Plans for Major Projects. See Subsection 5.3.5 for additional information concerning the financial plan requirements.

5.3.2 VDOT Oversight

VDOT and the Concessionaire are committed to delivering the project on time and on budget. A key element in achieving this goal is a comprehensive approach to managing the project budget and expenditures, including:

- Engineering and design budget and costs;
- Preparation and review of the financial plan;
- Construction budgets and bids;

- Expenditure monitoring and control, including construction engineering and inspection costs; and
- Federal reimbursement and grant management.

The VDOT Northern Virginia Regional Transportation Director (MegaProjects), the Project Manager, and other MegaProjects and Central office programming staff will meet periodically and will be fully engaged in the financial oversight of the project. The Project Manager is tasked with ensuring that the direction and policies determined by this team are implemented throughout the project.

5.3.3 Cost Estimating Methodology

The Cost Estimating Methodology will include:

- Items to be included in methodology and assumptions
- Costs consistent with Year-of-Expenditure (Future Value)
- Identify specific areas of cost (RW, Environmental, Construction, etc.)
- Methodology used in developing costs
- Assumptions (comparable projects)
- Budget and schedule must match VDOT's fiscal year, July 1 – June 30

The VDOT Project Manager will oversee development of estimated costs for VDOT oversight and other project elements under administration of the Department.

5.3.4 Estimated Project Costs

VDOT and the Concessionaire have completed an initial estimate of the cost to complete the proposed project as described in Subsection 2.2. The current total estimated cost of the project is \$479.7 million in year-of-expenditure dollars, which includes the costs for pre-construction (development costs), construction, construction oversight, right-of-way acquisitions, utility relocations, installation of the required electronic tolling equipment, Tolling and Traffic Management Systems (TTMS) contractor work, Pentagon Reservation work, and insurance. Also included in the total estimated costs are the Transportation Management Plan (TMP) initiatives.

Per the FHWA Major Project requirements, a FHWA team performed an independent Cost Estimate Review (CER) of the total cost estimate on March 29, 2017. A Monte Carlo simulation was used to generate a probability based estimate for year-of-expenditure total project costs. The model ran the simulation through 10,000 iterations, and ranked the results to determine the likely range of costs for the project. The results of the simulation were arrayed in the form of a distribution covering all potential outcomes. The resultant 70 percent confidence level probabilistic estimate was \$482.9 million, mainly due to the Scope Validation process and potential change orders.

The current VDOT project budget does not include potential costs for the Scope Validation process and change orders (currently estimated to be approximately \$3.0 million for the VDOT portion of the estimate). Per the draft Initial Financial Plan, the Department will budget for the necessary contingency in the first update to the Financial Plan. Any contingency required in Fiscal Year 2018 will be covered from other budgeted available funds. See Appendix B for a breakdown of the current total estimated cost, along with the FHWA CER total cost distribution curve.

5.3.5 Financial Plan

Per FHWA requirements, the Financial Plan:

1. Shall be based on detailed estimates of the cost to complete the project;
2. shall provide for the annual submission of updates to the U.S. DOT Secretary of Transportation that are based on reasonable assumptions, as determined by the Secretary, of future increases in the cost to complete the project;
3. may include a phasing plan that identifies fundable incremental improvements or phases that will address the purpose and the need of the project in the short term in the event there are insufficient financial resources to complete the entire project; and
4. shall assess the appropriateness of a public-private partnership to deliver the project.

The FHWA *Financial Plan Guidance*, dated December 2014, defines the Financial Plan content and format. The *Financial Plan Guidance* presents an outline for the Initial Financial Plan and for the annual updates used to satisfy information and oversight requirements of FHWA headquarters, the U.S. DOT Office of the Secretary, the Administration, and Congress.

VDOT, in coordination with the Concessionaire, will be responsible for development of the Initial Financial Plan and annual updates. VDOT will identify costs, sources, oversight and management, risks, and contingencies associated with the public contribution of the project (including GEC costs, internal VDOT costs, Department construction improvements, and other public funding project costs). The Concessionaire will identify costs, sources, oversight and management, risks, and contingencies for the private-side funding contribution (private equity, private bank loans, private activity bonds, VTIB loan, etc.). The Initial Financial Plan must be approved by the FHWA Virginia Division Office prior to the authorization of Federal funds for construction.

5.3.6 Financing Options

Public financing will make up the portion of the total project cost associated with the Department improvements:

- Duke to Edsall Widening
- Seminary Road Sound Barriers
- General Purpose Bridge Rehabilitations
- Pentagon Reservation work

On July 6, 2016, the U.S. Department of Transportation awarded a Fiscal Year 2016 FASTLANE grant towards VDOT's Atlantic Gateway program. \$80 million of the \$165 million FASTLANE grant (Components 2A, 2B, and 2C) will be applied towards the I-395 Express Lanes Northern Extension project. Additional Federal and State funding has been identified to complete the funding needed for the Department improvements.

The Concessionaire will provide the private-side financing required for the I-395 Express Lanes work, including the transit investment funding. Private financing options will be identified in the Initial Finance Plan. A Virginia Transportation Infrastructure Bank (VTIB) loan, Private Activity Bonds (PABs), and private equity revenue sources will be shown.

5.3.7 Cost Management

VDOT will use the Virginia State Cardinal system to track costs associated with the project. The VDOT Project Manager will be responsible for monitoring the project costs with the support of the MegaProjects financial team. Spreadsheets will be prepared detailing expenditures against each source of funding, including Federal-Aid funding. This information will be provided to the Project Manager for his/her use in monitoring the project, as well as for inclusion in the reports indicated in Subsection 5.4.1.

The Concessionaire will submit expenditure and cost information periodically in accordance with the requirements of the Comprehensive Agreement. This cost information will be combined with VDOT cost information to track project expenditures. The Project Manager is responsible for reviewing and approving any Concessionaire vouchers for qualifying costs.

5.3.8 Value Engineering

FHWA does not require that a Value Engineering (VE) study be performed for Design-Build projects; however, in accordance with §33.2-261 of the Code of Virginia, the Department has a requirement to perform value engineering studies for all projects costing more than \$5 million. The primary purpose of conducting a VE study is to identify and evaluate potential changes that could result in increased functional value in the completed facility while reducing construction or operational costs.

On March 7, 2017, a VE waiver was approved in accordance with §33.2-261 of the Code of Virginia, as the Department, in conjunction with the Concessionaire, has conducted extensive evaluations of various alternatives as part of the initial planning, NEPA, and procurement processes. These studies have developed cost-effective solutions that will provide needed operational and safety benefits. A few of the cost-effective solutions identified were:

- Balancing lane and shoulder widths for the Express Lanes facility to still provide for disabled vehicles, emergency responders, and snow removal operations.
- Determination of access points taking existing geometry and structures into account to arrive at the proposed concept while minimizing costs.
- Studying twelve (12) options for the Eads Street interchange, taking safety, traffic operations, consistency with the Pentagon Master Plan, and the need to balance transportation modes into account when selecting the preferred alternative.
- Studying six (6) options for the Duke-to-Edsall Widening, taking safety, operations, and costs into account to arrive at the preferred alternative.
- Assessing locations, sign messages, and inspection reports of overhead sign structures, resulting in the reuse of many existing signs in lieu of providing replacement structures.
- Evaluating noise wall heights on structures to limit the extent of existing structural modifications and replacements needed.
- Coordination with Pentagon staff to reduce parking area pavement structure while still meeting the proposed traffic needs.

- Coordination with the Concessionaire during procurement to reduce scope and lower costs during the BAFO process. Safety, traffic operations, and compliance with geometric standards were evaluated with each scope reduction measure. An approximate \$24 million savings was realized through the BAFO process cost reduction measures.

Additionally and to follow good business practices, other informal VE studies for the project may be implemented as the opportunity arises in the future. The project team will be cognizant of any opportunities that may surface to reduce costs, reduce schedule, or otherwise improve the project performance or efficiency.

5.4 Project Control, Tracking, Reporting

The Concessionaire will establish project controls procedures, which will define schedule update timeframes and formats, cost reporting timeframes and formats, communication protocols, and overall project administration procedures. The project controls will include change control procedures to ensure that project changes are identified, evaluated, coordinated, controlled, reviewed, approved, and documented in a manner that best serves the project. Project controls procedures will be integrated with document control procedures.

Reports will be generated on a regular basis to monitor the health of the project and to provide project updates to VDOT, FHWA, and other stakeholders as required. Reports will be managed according to the Document Control Procedures identified in Subsection 5.5.

The Project Manager will be responsible for reporting and updating VDOT controlled reporting mechanisms including the integrated Project Manager (iPM) and the Dashboard. The Project Manager will prepare monthly reports for internal usage and in support of the reports identified below. Report formats will be in general compliance with the FHWA Project Management Plan Guidance (January 2009) or guidelines in effect at the time of reporting. The Concessionaire will be responsible to provide project information for inclusion in these reports. The Project Manager, in conjunction with the Concessionaire, will determine the format for reports that are acceptable to both VDOT and FHWA. The reporting requirements are generally based upon FHWA requirements for projects receiving Federal-aid and projects defined as Major Projects.

5.4.1 Reports

It is anticipated that standard reports will include the following:

Monthly Cost and Progress Report—The Concessionaire will collect and publish pertinent data including costs, earned value, and schedule information for the project as well as a summary on the status of each design segment and construction section in the project status report, as applicable. Data will be presented in graphical and tabular forms. The narrative portion will address the status of each work element deliverable that is scheduled for activity during the report period and progress to date, milestones reached, and near and long-term trends. Unresolved issues will be identified and required actions presented. The resulting report package will be reviewed at a progress meeting with VDOT and the Concessionaire.

Semi-Annual Reports—Semi-annual reports will be prepared by VDOT and the Concessionaire for Executive meetings. Potential reporting information may include project costs, schedules, quality issues, compliance with Federal requirements, safety, civil rights, and other status items in sufficient detail to allow all involved parties to be fully aware of the significant status issues and actions planned to mitigate

any adverse trends and impacts. VDOT will work with FHWA to ensure that reports include the required information.

Financial Plans—Once the initial Financial Plan is prepared by VDOT and the Concessionaire, and FHWA, it will be updated annually. The monthly reports will become the basis for the information required in the annual Financial Plan updates. In this way, all concerned parties will be informed and updated on a regular reporting basis with information consistent with that provided to meet the annual requirements of *MAP-21*. The annual updates will require formal certification as to the accuracy of the financial information being presented by both the Concessionaire and VDOT, prior to submitting to FHWA.

5.4.2 Meetings

At a minimum, meetings will be held in accordance with the agreements. Additional work group meetings will be held on an as-needed basis. The Project Management Plan is flexible in recognizing that the type and frequency of meetings may change as the project progresses and the needs of the project change.

Weekly Technical Working Group meetings will be held throughout the life of the Design-Builder’s final design. Initially, the working groups have been divided into the following five (5) groups for detailed discussions within each discipline:

- Structures
- Roadway/Maintenance of Traffic
- Drainage/Environmental
- TTMS/ITS/Traffic
- Right-of-way/Utilities/Surveying

Bi-weekly “Hot Topics” meetings will be held among the VDOT, Concessionaire, Design-Builder, and FHWA managers to discuss and resolve broader topics needed immediate resolution.

Per the requirements of the Agreement, Concessionaire progress meetings will be held on a monthly basis. The monthly reports will be the basis of the discussions at each meeting. Among other items, work completed the previous month, work underway during the current month, and work planned for the following month will be discussed. Other discussions may include sequence of work, scheduling, constructability issues, maintenance of traffic, quality assurance and quality control procedures, and coordination with the Pentagon, other governmental agencies, transit entities, and utility companies.

5.5 Document Control

5.5.1 Approach

Because numerous parties and individuals will be responsible for design and construction tasks during the life of the project, document control will be an essential management function. To effectively manage, control, and coordinate this effort, the Project Manager will coordinate with the GEC to develop a

document control system for project records and correspondence in which VDOT and their consultants develop, receive, review, approve, and send. The document control system will need to have:

- an all-encompassing, organized file structure;
- a document version control system;
- responsible individual(s) to manage the system and act as administrators of the system;
- shared access for many other individuals, with specific access rights per individual position requirements;
- sufficient storage capacity in order to accommodate the numerous and large files anticipated. Any cloud storage systems incorporated will need to be physically located within the United States or Canada;
- on-going management of the system to ensure that storage space requirements are cost-effective;
- the ability to be searchable (including .pdf files) in order to be able to quickly and efficiently respond to Freedom of Information (FOIA) requests and effectively retrieve project information; and
- the capability of being able to be turned over to VDOT in an efficient manner at the close of the GEC contract.

Moreover, a plan will be developed for the collection, approval and distribution of project documents. Specific controls for construction plans, shop drawings, Requests for Information (RFI), Non-Conformance Reports (NCR), specifications, reports, and reference materials will need to be included in the project quality procedures. These procedures should outline the method of control for external and internal documents in either hardcopy or electronic version. Processes for timely review, approval, distribution, and collection of documents and data should be established in the procedures.

The Concessionaire will be required to have their own, independent documentation management system. The system specifics will need to be reviewed and concurred to by VDOT.

5.5.2 *Management*

Management of software applications will be the responsibility of each participating entity, which will comply with those applications adopted as standards for use on the project. Any new software application that is desired for use which may affect performance of the adopted project programs will require approval of the VDOT Project Manager prior to use on the project.

It is suggested that each entity have a single repository for file storage and that all files are backed-up on a daily basis. It is also recommended that a month end file of all current records is retained for future use as necessary.

All team members should be encouraged to perform all work on a common drive (repository) and discouraged from performing work on the computer hard drive as this can result in lost files and dissemination of incorrect project information.

The GEC with the support of a functional project controls team will manage and retain documentation. Document management and control will be in accordance with applicable laws and regulations, including:

§42.1 – 76 et seq. Code of Virginia (Virginia Public Records Act)
 Virginia Public Records Management Manual, October 2014
 VDOT Records and Information Management Guide, September 2004

5.5.3 Audit Rights

The Concessionaire and VDOT will retain documents in accordance with the Comprehensive Agreement for the purposes of auditing. VDOT has certain audit rights as defined in the agreement(s). FHWA also has audit rights in accordance with applicable Federal laws and regulations.

5.6 Risk Management

The Virginia Office of Public-Private Partnerships (VAP3), in conjunction with VDOT, conducted risk workshops for the I-395 Express Lanes Northern Extension project on May 12, 2016 and on October 27, 2016 with individuals from VAP3, VDOT, FHWA, and consultants participating. The risk workshops and analyses focused on delivering the project through an agreement with the Concessionaire, Transurban. The purpose of risk analysis and risk management during project development and implementation is to:

- Understand the risks facing a project
- Identify strategies to reduce the likelihood and/or impacts of risks
- Identify strategies to allocate risks to the parties best able to manage their impact
- Prepare adequate contingency to cover remaining and/or unknown risks

5.6.1 Results of the Risk Workshops

The following categories were analyzed during the workshops, for analysis of the Concessionaire's delivery of the project:

- Planning and Approvals
- Legislative/Policy
- Commercial
- Funding/Finance
- Design
- Construction
- Operations and Maintenance

The tables below provided the different rankings for (1) probability of risk occurrence and (2) cost and time impact consequences:

	Probability Ranking					
	1	2	3	4	5	6
Probability of Occurrence	≤ 10%	10% - 30%	30% - 50%	50% - 70%	70% - 90%	> 90%

	Consequence Ranking		
	1	2	3
Cost Impact	< \$5 M	\$5 M to < \$20 M	≥ \$20 M
Schedule Impact	< 1 month	≤ 1 month to < 6 months	≥ 6 months

Based on the rankings for each identified potential risk, the following Risk Register was developed with the highest ranking items listed first:

High Risk Item	Register Item	Risk Owner	Category	Risk Item Description	Cost Impact Rank	Schedule Impact Rank	Project Phase
1	25	Concessionaire	Funding / Finance	Expected TIFIA funding does not materialize when required (timing issue), or in amounts anticipated.	10	10	Procurement
2	26	Concessionaire	Funding / Finance	TIFIA terms change between agreement on Transit Payment and FC.	10	10	Procurement
3	28	Concessionaire	Funding / Finance	Bondholder consent for Concessionaire Project Enhancement does not materialize when required.	10	10	Procurement
4	1	VDOT	Commercial	Concessionaire is unable to provide a proposal or the proposal is unacceptable to VDOT.	6	6	Procurement
5	13	Concessionaire	Construction	Limited staging areas.	6	6	Implementation
6	2	Concessionaire	Commercial	VDOT responsible for a shadow toll for HOV 3+ usage if trigger rate, which is anticipated to be 60-65% by term sheet, is exceeded. This number is an increase over the 95 project although the usage is already 50-60% on I-95 and prediction is for higher usage on the Extension.	6	0	Procurement
7	18	VDOT	Construction	Stability risk and potential increase in construction costs associated with construction of sound walls.	4	4	Implementation
8	34	VDOT	Legislative / Policy	Maintain stakeholder support and manage stakeholder expectations.	4	4	Procurement
9	50	Concessionaire	Construction	Potomac clays are one of the largest construction risks because bores need to be completed to assess their location. Movement in the clays can take down utilities, retaining walls, sound walls and slopes.	4	4	Implementation
10	51	VDOT	Planning & Approvals	Coordination and permitting: <ul style="list-style-type: none"> • VDOT not acquiring permit from the Pentagon in a timely manner could result in increased costs or delay in delivery of 395. Potential risks associated with the Pentagon include: <ul style="list-style-type: none"> • Right of Entry not obtained for construction access. • Easements required for construction and installation of signals and signage not acquired. • Utility relocations required for improvements not identified. • Parking reconfiguration design not advanced to determine permitting and design requirements. • Pentagon has a separate "Land Disturbance" 	4	4	Procurement
11	49	VDOT	Construction	Escalation in cost of materials.	4	2	Implementation
12	7	Concessionaire	Commercial	Unavailability of skilled workers, key materials or labor dispute. Insufficient Construction market capacity, including subcontractors.	4	0	Implementation
13	31	Concessionaire	Funding / Finance	Conservative T&R forecasts by TU.	4	0	Procurement

5.6.2 FHWA CER Risk Summary

As indicated in Subsection 5.3.4, a FHWA team performed an independent Cost Estimate Review (CER) of the total cost estimate on March 29, 2017. As part of the review, the previous Risk Workshop items were reviewed in order to identify the most significant cost risks associated with the project. The following tables separate VDOT's risk factors versus the Concessionaire's risk factors, and which entity is responsible for managing those specific risks.

VDOT Risk Factors

Risk Description	Anticipated Payout	
	FY 2018	FY 2019
Bridge Rehabilitation	\$0	\$400,000
NEPA	\$0	\$300,000
Scope Validation	\$0	\$500,000
Change Orders	\$0	\$1,800,000
Total	\$0	\$3,000,000
		\$3,000,000

Concessionaire's Risk Factors

Risk Description	Anticipated Payout	
	FY 2018	FY 2019
Financing - Late Close ¹	\$ 4,300,000	\$ -
Financing - Interest Rate ²	\$1,800,000	\$ -
Scope Validation ³	\$2,000,000	\$ -
Pavement Joint Repair ⁴	\$1,000,000	\$ -
Total	\$9,100,000	\$ -

- 1 Estimate based on Design-Build price escalation and a delay in service commencement due to a 2-month delay in reaching Financial Close, including a delay in obtaining lender consent.
- 2 Estimated based on a 60bps increase in benchmark interest rates through June 30, 2017.
- 3 Depicts potential risk of base Design-Build price being renegotiated due to scope changes prior to financial close. Concessionaire risks include Potomac clays, drainage and pavement.
- 4 Any pavement Joint Repair risk is likely to materialize early in the Project.

The risk matrices form the baseline for future risk management. Risk management will need to be undertaken throughout the project lifecycle in order to track identified risks, measure the performance of mitigation, identify new risks as they arise, maintain adequate contingency, and capture lessons learned. The cost impacts of risks will need to be reflected in periodic budget updates and time impacts in the project schedule updates. If necessary, additional workshops or risk meetings may be held in the future in order to assess the risk mitigation strategy or to suggest further improvements.

5.7 Issues Management

During the project development and construction phases, it is possible that issues will be raised by work groups and project team members. This section identifies a methodology to address these issues.

A successful issue identification and resolution process is based on the simple premise that the issue should be resolved in a timely manner, and at the lowest level possible. To ensure timely resolution, the process for escalating issue resolution up the leadership chain of the project team is critical.

The constraints on complexity, schedule impact, and cost implications of an issue that can be resolved at the work group level will be established at the Executive Steering Committee level, when needed. Requirements for documentation, decision-making, and time allowed for issue identification and resolution will be clearly defined by each work group, and approved by the Project Manager.

If the issue cannot be resolved by the work group, the steps listed below will be followed:

- Issues within a work group team will be elevated up through the individual work group, as appropriate. Should decisions by these authorities create impact on other members of the work group; the issue will be referred back to the affected work group team(s) for resolution.
- Issues involving multiple work group teams that cannot be resolved will be elevated to the Chair of the affected work groups, who in turn will request resolution from the VDOT Project Manager and the Concessionaire's Project Manager.
- If the issue cannot be resolved by the Project Managers, the issue will be elevated to the Executive Steering Committee for additional instructions for the work group or resolution by the Executive Steering Committee.

If an issue impacts contractual obligations as agreed to in the Comprehensive Agreement, resolution shall be by the rules established in that agreement.

5.8 Contract Administration

5.8.1 Overall Strategy

The purpose of contract administration is to ensure fulfillment of contractual obligations by all parties. Additionally, to properly administer a contract, the contract administrator will: monitor compliance with the terms and conditions; ensure effective communication between all parties; ensure effective control of contract change; ensure effective resolution of problems; and ensure timely payment.

5.8.2 VDOT Administered Contracts

VDOT will assign a Contract Administrator to each contract procured for this project. The Contract Administrator may be the Project Manager. The NOVA Contract Administration Group will provide the necessary support to the Contract Administrator and/or the VDOT Project Manager. VDOT will use the Cardinal system to track financial data. It is the responsibility of the Project Manager to ensure that data is input into Cardinal.

Contract Administration will follow the guidelines included in the *Agency Procurement and Surplus Property Manual, Department of General Services, September 1998, plus updates (PIMs)* (referred to as APSPM) for non-professional services and the *2009 Manual for Procurement and Management of*

Professional Services, or the version that is currently in use. The following list identifies contracts that may be the result of procurement for this project:

- Design/Build Contract
- Concession Contract
- Transportation Partnership Opportunity Fund Agreement
- Professional Services Contracts
- Non-Professional Services Contracts

5.8.3 *Professional Services Contracts*

VDOT anticipates procuring the services of engineering, legal, and financial services in support of the project. The Contract Administrator will be responsible for ensuring compliance with the contract terms and conditions and legal aspects of the contract while the Project Manager is responsible for ensuring compliance with the contractual scope of work.

At times, VDOT requires outside services to augment its professional staff and to carry out the Department's goals effectively. Some projects may require an expertise that the Department does not possess, while others may require manpower that is not available. VDOT will determine when outside services are needed to accomplish the project objectives.

5.8.4 *Contract Closeouts*

As a condition precedent to contract closeout and final payment for professional and non-professional service contracts, the responsible VDOT Contract Administrator will verify that all terms and conditions of the contract have been satisfactorily completed and that required documentation has been submitted. Upon satisfaction of the foregoing conditions and approval by the authorized VDOT representative of the Certificate of Final Completion, final payment, constituting payment of the unpaid balance of the contract price will be made. The acceptance of final payment by the Contractor/Consultant will constitute a release and waiver of all claims by the Contractor against the project except those previously made in writing and specifically identified by the Contractor in its application for final payment as unsettled at the time of final payment.

The Project Manager will coordinate with the FHWA Senior Major Projects Engineer to address items necessary to document project closeout from the Federal perspective.

5.9 **Management of Design**

Final design will be undertaken by the Design-Builder, through the Concessionaire contract and agreements. During this phase of the project, it will be necessary to integrate the key project information to refine the design, scope, and cost estimate.

The Concessionaire will appoint a Project Director, along with discipline leaders, to facilitate coordination among design, construction, TTMS, and other functional units (see Concessionaire's organizational chart). This structure will allow seamless interaction between construction and design, streamlined coordination between various design disciplines, and effective communication with the design team.

All PE-level documents will be prepared by the Design-Builder's engineer or architect in responsible charge.

5.9.1 Design Standards and Specifications

Design work will be undertaken in accordance with all applicable Federal, State, and AASHTO requirements and guidelines. VDOT's *Road Design Manual* was updated in July 2015 and will be the basis of design decisions with variances noted by the Concessionaire. See Section 11 for applicable design manuals, specifications, policies, and procedures.

5.9.2 Concept of Design

The Concessionaire and VDOT have progressed the conceptual design to an approximate 20% design stage, in conjunction with the NEPA documents and RFP plans. The following are some issues identified at this time that will require close coordination as the Design-Builder progresses into the project's final design:

- Confirmation of project termini and scope of work
- Pentagon coordination and adherence to procedures to mitigate schedule and scope risks
- Addition of the Hayes Street parking area and Edsall Road sidewalk work as change order(s)
- Permitting coordination and procedures to mitigate schedule risks
- Modifications to soundwall locations and heights to minimize right-of-way impacts and to ensure coordinated efforts with landowners
- Design Exceptions and Design Waivers, and appropriate coordination with VDOT and FHWA
- Tolling and ITS elements
- Maintenance of traffic to provide safe work zones, meet time restriction requirements, and efficiently progress the work
- Other potential risks that may surface as the project progresses

Regular design meetings and reviews will be scheduled, and the issues discussed will be documented and tracked for proper resolution.

5.9.3 Design Exceptions/Design Waivers

There are numerous design elements associated with the I-395 Express Lanes Northern Extension project, most of which have been obtained with the release of the RFP. VDOT has developed an initial listing of design exceptions and design waivers, along with associated reasons for the exceptions and waivers. This is an initial listing only, and additional exceptions and waivers may be identified specific to the Design-Builder's final design.

During the final design process, the Concessionaire will need to submit design exceptions within the project limits for anything that does not meet current standards as defined by the Code of Federal Regulations (23 CFR 625). VDOT will review the design exceptions, applicable justifications, and any proposed mitigations. All design exceptions must be approved by VDOT and FHWA per *VDOT IIM-LD-227*, and per the latest stewardship agreement (FHWA approval required for 13 controlling criteria on Interstates, and for design speed and structural capacity on non-Interstates).

All design waivers must also be approved by VDOT in accordance with *VDOT IIM-LD-227*.

5.10 Design Quality Management

Design work products meeting quality requirements are achieved through the implementation of design controls that include application of standard design criteria, independent checking, design and interface

reviews, and engineering analysis. Design quality management must include the requirements for completeness of work, constructability, operability, maintainability, and conformance to applicable local codes and standards.

The Design-Builder will identify the philosophy, procedures, and requirements of a design quality program to be reviewed and approved by the Concessionaire and VDOT. The Technical Requirements of the RFP require that the Design-Builder submit a Design Quality Management Plan (DQMP) that is fully in compliance with the Department's *Minimum Requirements for Quality Assurance & Quality Control on Design-Build & Public-Private Transportation Act Projects*. It is required that the DQMP define the following items at a minimum to help ensure a quality design end product:

- Design organization, responsibilities, and professional certifications
- Design criteria, design standards, and specifications
- Stages in which design reviews are conducted and design work is certified by appropriate design professionals
- Quality Assurance and Quality Control procedures
- Process for engineering consultants and subconsultants to design and seal each package
- Design deliverables
- Design checklists
- Internal and external audits
- Document management
- Process by which the Department will be involved in the design reviews

5.11 Construction Quality Management

The Design-Builder will also be responsible for identifying the philosophy, procedures, and requirements of a construction quality program to be reviewed and approved by the Concessionaire and VDOT. The Technical Requirements of the RFP require that the Design-Builder submit a Construction Quality Management Plan (CQMP) that is fully in compliance with the Department's *Minimum Requirements for Quality Assurance & Quality Control on Design-Build & Public-Private Transportation Act Projects*. It is required that the CQMP define the following items at a minimum to help ensure a quality construction end product:

- Construction organization and responsibilities, including for contractors and subcontractors
- Roles and professional qualifications of persons responsible for various construction aspects of the project
- Breakdown of the project into construction areas/segments
- General sequence of construction activities
- Permitting and coordination with the Department and external agencies
- Safety during construction
- Site security and access
- Environmental management
- Quality Assurance and Quality Control procedures
- Temporary site facilities and storage/staging areas
- Field equipment and materials management
- Coordination with other adjacent projects and stakeholders
- Reporting and documenting changes
- Document management

- Process for conducting activities related to achieving Substantial Completion and Final Completion, including representative inspections and documentation verification steps by all parties.

Federal-aid construction requirements, such as Davis Bacon wage rates and Buy America will be identified and incorporated into the agreements and contracts. Independent assurance and verification will be conducted by the Concessionaire and VDOT.

5.11.1 Change Order Process

Article 14 of the *Second Amendment to Comprehensive Agreement Relating to I-95 HOV/HOT Lanes Project* describes the change order process to be incorporated into the project. Specifically, Section 14.02 details the process and timeframes associated with Department-initiated changes, including:

- Issuance of a Request for Change to the Concessionaire, including nature, extent, and details.
- Within 21 days, the Concessionaire will provide a preliminary written response as to whether, in the Concessionaire's opinion, the requested change constitutes a Compensation Event.
- Within 30 days, the Concessionaire and the Department will exercise good faith efforts to negotiate a mutually acceptable Change Order.
- Any adjustments to the Baseline Schedule and Technical Requirements must be mutually agreed upon.
- The Department and the Concessionaire must have identified sufficient availability of funds to cover the performance of work.
- All necessary Governmental approvals to commence the work must be obtained.

Additionally, Section 14.03 details the process and timeframes for Concessionaire requests for deviations, including:

- A statement concerning basis of request, benefits to the Department, and itemization of contract requirements sent to the Department.
- A detailed estimate of time and cost savings or impacts on gross revenues.
- The time by which the request must be approved so as to obtain the maximum cost effectiveness.
- The Concessionaire's responsibility of persuading the Department that the deviation constitutes sound and safe engineering.
- The Concessionaire's sole responsibility for payment of any increased costs, for any losses of gross revenues, and for schedule delays or other impacts resulting from the implementation of the deviation.

5.11.2 Claims Management

Similar claims management processes as used on the previous I-495 Express Lanes and I-95 Express Lanes projects will be incorporated into the I-395 Express Lanes Northern Extension project. Formal and informal partnering will be incorporated at the initiation of the project in order establish an environment of trust and respect throughout the project life, and to create a "One Project Team" with aligned expected outcomes. Partnering to eliminate conflicts and resolve issues is the core value of the charter, along with a commitment to working cooperatively and collaboratively to successfully complete the project to achieve the common goals and objectives.

An Issue Escalation Ladder was also developed with the initial partnering meeting. The objective of the matrix is to resolve most issues at the working level first, immediately upon discovery of the issues. Specific timeframes are given for escalating any unresolved issues up the ladder, and ultimately to the Executive Team made up of top officials from VDOT, the Concessionaire, and the Design-Builder. In this manner, the most significant issues will be resolved by upper management in keeping with the overall project goals and objectives.

Global settlement(s) may be incorporated towards the end of the project, should several outstanding items still be unresolved at that time. The objective of the global settlement will be to ensure all parties have obtained buy-in to a fair and reasonable resolution to all outstanding issues, and to fully close-out those issues in order to avoid any further damages or claims.

5.12 Right-of-Way Management

In conjunction with the conceptual plans, VDOT has initially identified approximately five (5) parcels that may be directly impacted by the construction of the Duke-to-Edsall widening planned improvements. The Technical Requirements of the RFP require that the Design-Builder submit a Right-of-Way Acquisition and Relocation Plan in compliance with VDOT's *Right of Way and Utilities Manual*. At a minimum, the plan will need to include:

- Roles and responsibilities of the Developer and the Department for right-of-way acquisitions
- Right-of-way acquisition processes and procedures
- Applicable laws and guidelines
- Coordination with the Department and property owners
- Right-of-way acquisition cost management
- Use of RUMS
- Utility acquisition/relocation schedule
- Document management

5.13 Safety and Security Management

Safety of the workers and traveling public are of the highest priority for this project, and is defined as a key objective and goal. As part of managing the construction, the Design-Builder is required to address safety and security issues. The Technical Requirements of the RFP require that the Design-Builder submit a Health, Safety, and Security Plan that addresses the following at a minimum:

- Health and safety policy for the project
- Health and safety goals for the project
- Organization and responsibilities of various positions related to health, safety, and security
- Construction occupational health and safety with applicable laws
- Site security
- Documented procedures for meeting health and safety requirements for all contractors and suppliers
- On-going tracking efforts and corrective actions required, and how they have been implemented
- Reporting mechanism

5.14 Congestion Management

With the project implementation involving a heavily congested corridor, efforts will be provided to address the heavy congestion expected during construction. VDOT will initiate the development of an

integrated Transportation Management Plan, with the focus of the plan on the use of broad strategy groups to promote safety, mobility, and clear information to the public during construction.

The Transportation Management Plan will emphasize the following:

- **Traffic Operations** – Strategies will be focused on managing and operating the roadway during construction to avoid or reduce situations that constrict vehicle movement. Strategies include supplementing incident response capacity, use of ITS technologies and leveraging existing VDOT regional assets such as the Traffic Operations Center (TOC), traffic cameras, and dynamic message signs to aid in the detection and rapid clearance of incidents.
- **Local Network Operations (LNO)** – Strategies combine monitoring, engineering analysis, enforcement, and small-scale roadway improvements to mitigate the traffic effects of construction on the arterial roadway network prominent to construction in the corridor. This strategy provides for independent review of Maintenance of Traffic (MOT) plans and Temporary Construction Plans (TCPs) and allows the Transportation Management Plan resources to be used specifically on strategies related to traffic impacts both within work zones and more broadly on efforts beyond immediate work zones.
- **Transportation Demand Management (TDM)** – Transit strategies aimed at minimizing auto trips in the construction area by providing alternatives to Single Occupancy Vehicle (SOV) trips through the work zones may be studied. These strategies will be subsidized and promoted by the Transportation Management Plan to maximize use during the construction period.
- **Communications and Public Outreach** – Strategies that will inform the public about construction conditions and provide information about travel alternatives in the work zone. The Transportation Management Plan will use earned media, direct marketing, social media, and advertising in multiple media channels, as well as targeted outreach through employers to convey important construction and traffic messages to a wide variety of audiences.

The Transportation Management Plan will operate under three stages: (1) implementation stage, (2) operational stage, and (3) transition stage. During the implementation stage, VDOT will work with agencies and operating partners on the coordination and preparation of roll-out strategies to support the project during the initial phases of construction. During construction, the operational stage will focus on tracking the performance and the financial management of the proposed Transportation Management Plan resources and will provide senior VDOT and FHWA management with accurate and timely information on the status of the Transportation Management Plan strategies. Finally, the transition stage will be implemented as the construction activities approach their end and the partnering agencies transition the project strategies into post-construction operations under their own jurisdictions.

Some issues to be considered in development of a Traffic Management Plan include:

- All proposed MOT plans must follow VDOT standards and the *Work Area Protection Manual*.
- Assistance to media and public information teams will be required in order to notify the traveling public of upcoming work, such as lane closures, or changes in lane configuration.
- Coordination with local and regional enforcement agencies will be required to identify appropriate design considerations.

- Once implemented, the MOT set-ups will be reviewed daily for compliance. Any non-compliant element of the MOT set-up will be corrected immediately.

Other specific issues for consideration and inclusion in the Traffic Management Plan and other project documents include:

1. Existing HOV operations should be maintained during the construction phase, and for the current restricted time period, at a level of operation not less than current operating levels for volume and speed adjusted for seasonal considerations as appropriate.
2. A road closure permissions/authorization process should be developed for this project for purposes of managing and mitigating related congestion in both HOV and general lanes. Such process should include provision for a road closure conflict monitor system to identify by time, geo-location, and lane identification potential conflicts that would likely exacerbate congestion if allowed concurrently. Work zone safety requirements should be coordinated and managed accordingly.
3. Arterial traffic signal timing along and adjacent to, or intersecting/interchanging with, I-66 should be coordinated with VDOT's NOVA Smart Traffic Center regarding construction activity.
4. Incident management strategies and Safety Service Patrols (SSP) should be considered specific to project construction activities.
5. MOT plans affecting and adjacent to the Pentagon Reservation will be subject to review and approval by the Pentagon officials.
6. All existing ITS assets should be maintained operable during construction activities including gate controls, detection loops/devices, cameras, and dynamic message boards.
7. All proposed signage should be maintained in acceptable condition and should be integrated with the other signage in the corridor.
8. Messages on variable message signs (VMS) during construction must follow the requirements of the VDOT *Work Area Protection Manual*.

SECTION 6: COMMUNICATIONS MANAGEMENT

6.1 Communications Overview

VDOT is committed to strong, proactive communication at all levels, including with external stakeholders. The key objective in our communications management is to maintain the public trust, support, and confidence throughout the life of the project. Keeping stakeholders informed of the project in a consistent, timely, and accurate manner will help meet that objective.

6.2 Public Involvement and Communications Plan

Throughout the development phase of the I-395 Express Lanes Northern Extension project, public involvement will be an important element of the communications plan. A robust public involvement and outreach program has been in place since the start of the NEPA process. The Concessionaire, VDOT, and Design-Builder will need to ensure that the robust public involvement and outreach program will continue as the project transitions into the development phase.

6.2.1 Public Hearings and Meetings—Requirements

Public hearings and meetings have been, and will continue to be, conducted in accordance with the VDOT *Policy Manual for Public Participation in Transportation Projects (revised August 2015)*. Public notices are in accordance with regulatory requirements and agency policy. The schedule for these meetings will continue to be widely advertised in local newspapers, via press releases, through the mailing of postcards, via electronic mailings, and via the Concessionaire and VDOT websites. Display boards, brochures, handouts, PowerPoint presentations, and other information will continue to be developed and provided at public meetings, in a manner to best inform the public of the proposed project.

6.3 Communications Coordination

All communications will be coordinated with the assigned Project Manager, in close partnership with the communications and outreach leads, the Concessionaire, Design-Builder, associated public relations firms, and district public affairs staff. If a project team member receives questions regarding the project, these requests will be coordinated with the Project Manager, Concessionaire, and the communications and outreach leads.

Designated spokespersons for media and elected officials' calls should be identified during the communications planning process. All project team members should work through these spokespersons to coordinate responses to the media and officials. For additional information related to communication protocol, especially in the context of communication with the public and the media, refer to the Media Tool Kit on Inside VDOT at:

<https://insidevdot.cov.virginia.gov/div/pa/Document%20Library/Resources/Media1.pdf>.

The communications team for these PPTA and design-build projects should be established at the outset of the project. This team will include:

- VDOT and GEC communications and outreach lead(s),
- Project manager (who may attend all communications meetings or may elect to receive reports from communications team),
- VDOT Central Office public affairs representative and District Public Affairs Manager,
- Concessionaire's communications lead(s),
- Design-Builder communications staff or representative(s),

6.4 External Communications

When dealing with external audiences, it is important to present and respond to information in a positive, transparent, honest and proactive manner. Proactive communications include:

- Ensuring accurate and timely project information is communicated
- Building and maintaining strong media relations to enhance good news opportunities
- Building public understanding of project improvements and presenting benefits
- Proactively addressing project issues

6.4.1 Media

The media is an important resource to inform the public about VDOT programs, projects, initiatives, and issues. It is to VDOT's advantage to communicate clearly and effectively and seek good relationships with reporters.

The project communications team will develop a strategic communications plan to message and communicate goals for the project. The plan will be coordinated with the Project Manager. The basics of the communications plan include:

- Setting goals and objectives
- Identifying audiences
- Identifying applicable research needed
- Identifying communications budgets
- Determining benefits and challenges
- Setting key messages
- Setting milestones for communications phases
- Developing targeted outreach plans for key audience members (public, local officials, and media)
- Evaluating communications efforts

6.4.2 External Website

The Concessionaire and VDOT external websites provide a location for the public to learn information on the project. The websites will need to be maintained to provide the project status, as well as timely and accurate project information. Website information should be reviewed by the Project Manager or a designee, and the Concessionaire, at least every 30 days to ensure accuracy and timeliness.

6.5 Coordination with Concessionaire's Communications

VDOT and the Concessionaire will have goals for their communications, target audiences, and agendas. The following is an initial listing of goals/objectives for the I-395 Express Lanes Northern Extension project communications team. The goals and objectives will be further discussed and formalized in the future.

Goal. Continued execution of an organized public information effort to inform the public on final design, construction, and operations activities in a transparent, proactive, and efficient manner. This public awareness effort will minimize risks to the project's cost and schedule, as well as promote traveler and worker safety and long-term benefits of the project.

Objectives:

- Provide information on project activities and progress in a consistent, accurate, and timely manner to a wide-range of stakeholders throughout the design-build process.
- Establish a proactive approach in identifying potential community concerns and issues early in the process, to alleviate their potential impacts on the project's cost and schedule.
- Respond to all project-related concerns and inquiries in a timely fashion, and facilitate appropriate mitigation procedures.
- Provide links to available resources to those living, working, or commuting in the project areas to help lessen community impacts.
- Protect and promote the integrity and reputation of all entities involved through the use of good business and consumer-oriented practices.
- Promote public safety around construction areas.
- Communicate the value and long-term benefits of the project to the broader public, elected officials, and key stakeholder groups, and create understanding and awareness of how to use the Express Lanes.

As stewards of public funds and owners of roads within the Commonwealth, VDOT has a vested interest in project communications. The Concessionaire will coordinate their communications plans with VDOT in advance, and will submit as far in advance as possible drafts of news releases, website information, brochures, or other collateral materials for review. The Concessionaire's communications staff will likely conduct many of the day-to-day communications activities, but these will need to be coordinated with the main VDOT communications team contact and the Project Manager.

Communications team meetings, including the private-side communications representatives and those from VDOT, will need to be held regularly. These meetings should include updates on ongoing initiatives, coordination of planned outreach campaigns, identification of joint communications milestones, and development of coordinated releases.

Media inquiries should be coordinated as well. VDOT will generally respond to media inquiries concerning the status of the project, major traffic closures or detours, or routine questions about the project's features and benefits. The Concessionaire's project communications team will generally provide information and details about financing plans, Express Lanes operational activities, or other private-side issues. Private-side contractors may answer routine media questions and then notify VDOT of their discussions with reporters, but advanced coordination is encouraged. For controversial issues, every effort should be made to coordinate responses with VDOT in advance.

VDOT and the Concessionaire will maintain independent websites for the project. The content on these sites will need to be coordinated and consistent. The sites should be strategically linked to each other for key informational items.

Special events to help promote the ultimate project will be planned, such as bus tours, business events, groundbreaking events, ribbon-cuttings, and other media events.

6.6 FHWA/USDOT Communication

The FHWA Senior Major Project Engineer is the conduit for most communication between various offices within FHWA and the U.S. Department of Transportation. Briefings, status reports, and project information from the Division will be communicated on a regular basis to FHWA Headquarters.

6.6.1 *Build America Bureau Credit Office*

If a TIFIA loan application is processed, then communication protocols with the Build America Bureau Credit Office will be developed. This will include the communications between the Division Office, the TIFIA Office, VDOT, and the Concessionaire. A TIFIA oversight agreement will be developed between the FHWA Virginia Division and TIFIA office including communications mechanisms, with VDOT involvement.

6.6.2 *OIG and other Federal Agencies*

The FHWA and VDOT Project Manager will be involved in all project-related requests for information from the USDOT Office of Inspector General (OIG) investigators, or other Federal agencies.

SECTION 7: ENVIRONMENTAL MANAGEMENT

During this phase of project development, several environmental-related activities will take place. This includes:

- Completion of the NEPA process;
- Determination of environmental commitments;
- Development of an Environmental Plan by the Design-Builder, with Concessionaire and VDOT review and approval, that will document how environmental requirements will be addressed throughout the project;
- Early coordination for acquisition of permits; and
- Identification of noise barrier requirements

7.1 Environmental Documentation Process Overview

The I-395 Express Lanes Northern Extension project is subject to the requirements of the National Environmental Policy Act of 1969 (NEPA), which requires Federal agencies to consider the potential environmental consequences of proposed projects, document the analysis, and make this information available to the public for comment prior to implementation. It is essential to involve other Federal and State agencies in scoping, to establish the purpose and need of the project, the range of alternatives to be analyzed, and to identify the full range of potential environmental impacts. This process, directed by VDOT with oversight by FHWA, is designed to meet the requirements of the environmental review process.

7.2 NEPA Project Development Process

Federal regulations required to implement the NEPA process include 23 CFR 771.115 and 40 CFR 1502.20.

7.2.1 VDOT Responsibilities

VDOT has overall responsibility for carrying out the NEPA process on behalf of FHWA. Specifically, VDOT will:

- Assign an Environmental Project Manager to manage and direct the environmental review process.
- In conjunction with the Concessionaire, review and approve the Design-Builder's Environmental Plan.
- Conduct the environmental review process in accordance with the Environmental Division governance documents and procedures.
- Provide oversight and quality control for both the technical studies and NEPA documentation.
- Coordinate with FHWA for review and approval of NEPA documentation and NEPA decision.
- Maintain the Administrative Record and upload required documentation into CEDAR.
- Provide project updates to the Project Manager for inclusion in project status reports.

7.2.2 Concessionaire's Responsibilities

The Concessionaire will coordinate with the VDOT Environmental Project Manager as required. The Concessionaire and its Design-Builder, with VDOT oversight and monitoring, will be responsible for implementing NEPA commitments during design, construction, and post-construction as appropriate.

If the project area of impact (design footprint) changes during the design/build process, the Concessionaire will coordinate with the VDOT Project Manager to determine the required level of documentation required for NEPA compliance. VDOT will coordinate the changes with FHWA and the Concessionaire will carry out any additional NEPA commitments.

7.2.3 FHWA Responsibilities

The FHWA is responsible for independently evaluating environmental impacts associated with a project prior to approval and adoption of legally sufficient NEPA documentation. The FHWA Virginia Division takes an unbiased, objective, hard look at all facets of VDOT's NEPA documentation and supporting technical studies. In addition, FHWA considers the VDOT Commonwealth Transportation Board decision in selecting an alternative as another factor in the decision process.

7.3 Environmental Compliance

FHWA has concurred with VDOT's recommendation to prepare an EA for the I-395 Express Lanes Northern Extension project. FHWA will issue a decision document based upon the approved EA. NEPA commitments will be identified and included in the decision document. Additionally, other environmental commitments and conditions have been identified through various environmental review processes. The Concessionaire, through its Design-Builder, will be responsible for implementing these commitments and conditions. In addition, the acquisition of water quality permits typically has conditions and special provisions of which the Design-Builder is solely responsible to the permit regulators.

7.3.1 Identification of Environmental Commitments

The Design-Builder, with the Concessionaire and VDOT review and concurrence, will identify the environmental commitments during the development of the Environmental Plan.

7.3.2 Environmental Commitment Tracking Process

The Environmental Plan will provide the methods and a responsibilities matrix, by which the Design-Builder will track commitments and provide updates. As commitments are implemented, documentation will be provided by the Design-Builder to the Concessionaire and VDOT Project Manager. Tracking of environmental commitments and conditions will also be facilitated through the use of CEDAR.

7.4 Water Quality Permit Acquisition

The Design-Builder will be responsible for obtaining all required State and Federal water quality permits and permit modifications, including but not limited to, alternative analysis of impact areas (Section 404(b) of the Clean Water Act regulations), compensation and mitigation. They are also responsible for compliance with pre-construction, construction, and post-construction related permit conditions. The Design-Builder will assume all obligations and costs incurred by complying with the terms and conditions of the permit authorizations. Any fines associated with the water quality permits or regulatory violations shall be the responsibility of the Design-Builder.

The Concessionaire will provide copies of all permits and related documentation to the VDOT Project Manager.

7.5 Noise Barriers

VDOT has completed a Preliminary Noise Analysis in support of the Environmental Assessment; however, the final barrier location(s) and dimension(s) will be determined during the final design noise analysis. The Design-Builder will be responsible for providing permanent noise mitigation in compliance with the State Noise Abatement Policy (SNAP) and the Highway Traffic Noise Impact Analysis Guidance Manual, updated July 14, 2015. The Design-Builder will furnish a Noise Abatement Design Report (NADR) to the Concessionaire and Department for review and approval.

Upon approval of the Final Design Noise Analysis, the Department will obtain concurrence from the Department's Chief Engineer and FHWA outlining the results of the analysis. Once concurrence to construct the recommended barriers is achieved, a citizen survey will be conducted to determine if the noise barriers will be constructed. All work will be conducted in accordance with the [State Noise Abatement Policy](#).

7.6 Environmental Re-evaluation and Certification

Prior to the authorization by FHWA for the right-of-way acquisition, as well as the FHWA authorization for construction, VDOT must perform re-evaluations of the NEPA documentation and environmental certification to ensure that it is appropriate to advance to that particular activity. VDOT has prepared preliminary NEPA document re-evaluations and preliminary environmental certifications based on the current conceptual design. The Design-Builder will be responsible for completing right-of-way plans and final design plans, along with associated final NEPA document re-evaluations and environmental certifications that the Concessionaire and VDOT will coordinate.

7.6.1 Right-of-Way Re-evaluation

Prior to FHWA authorizing any right-of way acquisitions, the Design-Builder will provide the Concessionaire and VDOT Project Manager with the appropriate information on the LD-441 form and an approved set of right-of-way plans, which will then be forwarded to the VDOT Right-of-Way Division to conduct an acceptability review. When the VDOT Right-of-Way Division accepts the plans as complete via a RW 300/301 distribution, the VDOT Project Manager will request that the VDOT Environmental Section Manager perform the final right-of-way re-evaluation form (EQ-201). If the right-of-way plans are not consistent with the NEPA documentation, the plans must either be modified such that they are consistent with the NEPA document, or a re-evaluation of the NEPA documentation must be performed.

7.6.2 Plans, Specifications, and Estimates (PS&E) Re-evaluation/Environmental Certification

Prior to FHWA authorizing any construction, the Design-Builder will provide the Concessionaire and VDOT Project Manager with the appropriate information on the LD-442 form and a set of final roadway plans. The VDOT Project Manager will forward the final roadway plans with a PM-130 to request that the Environmental Section Manager perform a final PS&E re-evaluation and environmental certification (EQ-200/103). If, upon review, the plans are determined to be consistent with the scope of the NEPA documentation and all commitments/conditions, then the VDOT Environmental Section Manager will forward the completed final PS&E re-evaluation and environmental certification documentation to FHWA. If the roadway plans are not consistent with the NEPA documentation, the plans must either be modified such that they are consistent, or a NEPA re-evaluation must be performed to accommodate the changes in project scope.

7.7 Environmental Monitoring

The Concessionaire's Design-Builder will monitor the project during construction to independently assess compliance with all applicable environmental laws, regulations, Executive Orders, and commitments. Prior to Notice to Proceed of any construction phase, the Concessionaire will meet with the VDOT Project Manager to review environmental commitments and requirements. If at any time, the Concessionaire's Design-Builder is not in compliance with all applicable environmental laws, regulations, Executive Orders, and/or commitments, the VDOT Project Manager has the authority to suspend work, in whole or part, until such time that the deficiencies have been corrected. The Design-Builder will be responsible for any schedule delays and associated costs as a result of any shutdowns associated with non-compliance. Any monetary fines associated with violations will also be the responsibility of the Design-Builder.

7.8 Environmental Plan Development

The Design-Builder will prepare an Environmental Plan which will document how environmental requirements will be addressed throughout the project. Development of the Environmental Plan will be coordinated with the Concessionaire, who in turn will coordinate the appropriate reviews and approvals within VDOT and FHWA.

7.9 Environmental Review Process Quality Management

The VDOT Environmental Section will provide oversight and quality control for both the technical studies and NEPA documentation.

7.9.1 Submission Review

The VDOT Environmental Section Manager will coordinate with FHWA for review and approval of all NEPA documents. Prior to submission of documents to FHWA, the documents must go through a thorough review process.

Common quality issues are data collection, study methodology, assurance that report conclusions and recommendations are supported by study findings, and the quality of the writing. When receiving submittals from the consultant, it will be important to ensure that the submittal meets project and contract requirements in accordance with VDOT policies and procedures.

7.9.2 Documentation File Review

VDOT conducts quality assurance compliance monitoring in accordance with the latest edition of the Environmental Division governance documents and procedures, in order to ensure environmental requirements and commitments under VDOT's responsibility are fulfilled. VDOT will rely on information submitted by the Concessionaire and its contractors to document decisions made in the development and implementation of environmental work for the project. VDOT depends on the information submitted by the Concessionaire to document compliance.

7.10 Transportation Planning

Transportation planning is a critical element in the project development process and in meeting the project objectives. Planning occurs at the local, regional, and State level and coordination between all three is important for meeting legislative requirements and to facilitate federal participation. The applicable Federal and State regulations include:

23 USC 134 and 23 USC 135
23 CFR 450
Code of Virginia 33.2

The proposed project must be identified in the Metropolitan Planning Organization's (MPO) approved fiscally Constrained Long Range Plan (CLRP) and the Transportation Improvement Program (TIP). VDOT draws on these documents and other sources to compile its State Highway Plan, the Six-Year Improvement Program, and the Statewide Transportation Improvement Program (STIP).

On April 19, 2017, the Metropolitan Washington Council of Governments, Transportation Planning Board, approved the amendment to the FY 2017-2022 TIP, as requested by VDOT. This action provided for full funding of the Department's project responsibilities.

SECTION 8: PENTAGON RESERVATION IMPROVEMENTS

This section of the Project Management Plan provides an overview of the proposed work on the Pentagon Reservation, defines requirements, and outlines the close coordination that will be required with the Pentagon officials in order to progress this element of work in a timely manner.

8.1 Overview

8.1.1 Project Scope

The work on the Pentagon Reservation has two primary components:

1. Pentagon South Parking Lot improvements
2. Hayes Street Parking Lot configuration

Pentagon South Parking Lot Improvements

The Pentagon South Parking Lot work involves the incorporation of new bus lanes and HOV commuter (“slug”) lanes on the Pentagon’s existing parking lot located just east of Eads Street and just north of I-395. These enhancements are designed to improve traffic flow and safety in a traditionally congested area of the Pentagon Reservation. The work includes new pavement for bus loops and slug lanes, enhancement to the storm drainage system, new pedestrian sidewalks, new signage, pavement markings and lighting, new conduit ductbank for electrical and communications infrastructure, and new traffic signals on Eads Street. These components, once complete, will help minimize a traffic bottleneck at this critical interface point to the I-395 Express Lanes system.

The following concept drawing of the Pentagon South Parking improvements shows the new bus and slug loops, new parking lot area and traffic signals on Eads Street.



Figure 5. Pentagon South Parking Improvements Drawing

Hayes Street Parking Lot Revisions

The Hayes Street Parking Lot will have temporary revisions to its configuration to accommodate the bus traffic that will be displaced during the construction of the Pentagon South Parking Lot improvements. This will involve improvements to the pavement to support the bus traffic and restriping of the parking lot to create an area for buses to stage and continue to operate as usual.

The following is a high-level drawing showing the new parking lot configuration:

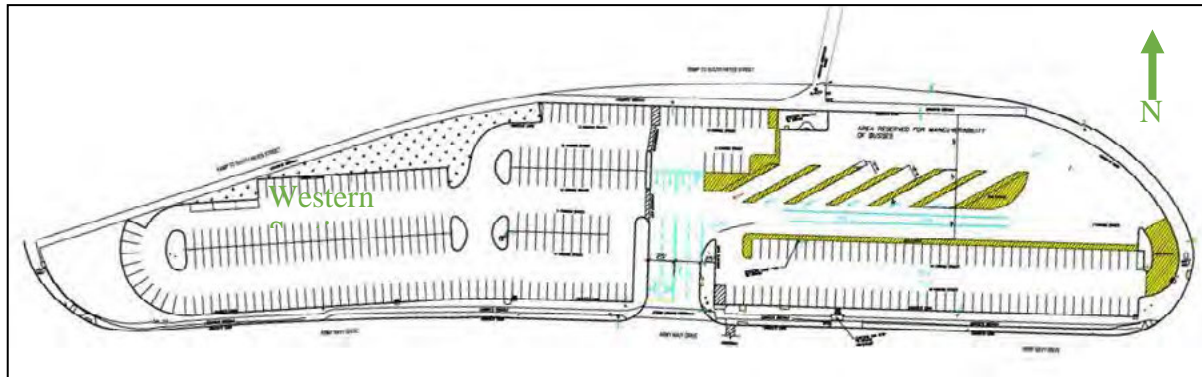


Figure 6. Hayes Street Parking Lot Reconfiguration Drawing

8.1.2 Pentagon Improvements Approach

The work on the Pentagon Reservation will start with scope validation prior to the Design-Builder's final design development and construction activities. The scope validation includes surveys, borings, and other geotechnical investigations to ensure the proposed improvements are built according to the agreed-upon design with the Pentagon.

After the scope is validated, the final design drawings will be agreed to and the construction will commence through completion. Ultimately, the construction of the Pentagon work will be turned over to the Pentagon Reservation for operations and maintenance.

Throughout all work on the Pentagon Reservation, the Design-Builder must coordinate with the Pentagon Reservation Washington Headquarter Services (WHS), a division of the Department of Defense, for their oversight and approvals.

8.2 Pentagon Coordination

All works performed on the Pentagon Reservation require coordination with WHS and must follow specific procedures, documentation, and interface protocols with official WHS representatives. The coordination will need to begin prior to the scope validation efforts to ensure the correct documentation is in place to perform any work on the Pentagon Reservation.

8.2.1 Permits

There are several permits that must be obtained prior to performing any work on the Pentagon Reservation. The following table identifies the key permits required:

Permit	Issuer	Description/Purpose
Use of Space	<i>WHS Pentagon Building Management Office</i>	Permit to perform works on the Pentagon Reservation that may impact any typical activities or special events on Pentagon property.
Excavation Permit	<i>WHS Facilities Services Directorate</i>	Permit required for any work that may disrupt underground communications or utility lines, including any work that may penetrate 6 inches below ground level.
Building Code Permit	<i>WHS Facilities Services Directorate</i>	Permit required for any work that is on the premises of the Pentagon related to construction or alteration of the Pentagon Reservation.
Confined Space Entry Permit	<i>WHS Occupational Safety and Health Branch</i>	Accompanied with the Excavation Permit, a permit required if any person enters a confined space.
Activity Hazard Analysis	<i>WHS</i>	Accompanied with the Excavation Permit, a form used to identify any potential hazards and mitigation efforts that will be put in place.
Photo Permit and Pass	<i>Pentagon Force Protection Agency</i>	A permit required if any photography or video will be taken during work on the Pentagon Reservation.
Reservation Installation Application	<i>WHS Pentagon Building Management Office</i>	Application required to identify any equipment transmitter/receiver information being used for work on the Pentagon Reservation.

8.3 Project Monitoring

8.3.1 Coordination

A series of technical meetings have already been held to coordinate with the Pentagon Washington Headquarters Services, VDOT, and the Concessionaire and its Design-Build Contractor. The topics of the meetings include the project requirements, scope, proposed work, requirements to perform the work, construction oversight, and schedules of all stakeholders.

A Construction Management Plan will be developed based on Pentagon Federal Services Directorate *Construction Management General Requirements* that dictate the coordination efforts required for work on the Pentagon. The Construction Management Plan will identify the required documentation, permits and certification required by the Contractor. The Construction Management Plan will also identify all safety, security, and quality requirements for the works in order to build the Pentagon Reservation improvements to proper specifications and according to the required schedule.

8.3.2 *Turnover and Acceptance*

A Memorandum of Agreement (MOA) between VDOT and the WHS is anticipated to be signed in early May, 2017. The MOA details coordination requirements between the two agencies during final design and construction, operations and maintenance, and other provisions.

Upon completion of the Pentagon Reservation Work, a turnover process will be utilized per the Transfer and Acceptance of DoD Real Property Form, which provides guidelines for handover of property that will be maintained by the Pentagon and Department of Defense. The form will be submitted at three stages during the project: 1) initial submission, 2) interim submission, and 3) final submission. Adherence to the Transfer of Real Property process is required to ensure successful completion of the works and acceptance by the Pentagon.

8.3.3 *Adherence to Budget*

\$10.0 million total will be allocated for the Pentagon Reservation work. This amount includes all work necessary to construct the works as described in this Section, including contingencies, permits, and VDOT oversight. If during the course of design and early construction it appears that the \$10.0 million budget may start overrunning, then VDOT will coordinate with the Pentagon and Concessionaire to reduce the scope as necessary to still provide the needed functionality of the improvements while staying within the budgeted amount.

SECTION 9: CIVIL RIGHTS MANAGEMENT

VDOT and the Concessionaire are committed to complying with the legal requirements associated with Civil Rights. Civil Rights management is comprised of four areas: Equal Employment Opportunity, On-the-Job Training, Labor Compliance, and the Disadvantaged Business Enterprise Program.

At the time of writing this initial Project Management Plan, the following goals have been included in the Comprehensive Agreement and RFP. Any changes to these goals will be included in future updates to the PMP.

	DBE (%)	SWaM (%)	Total (%)
GEC Contract	13	29	42
P3 Design-Build	10	19	29
P3 Operation/Maintenance	2	4	6

Additionally, a Local and Veteran hiring goal of 75% of all new project hires has been established for the Design-Build project.

9.1 Overview

The Project Manager will work with the District Civil Rights Office to ensure that the following objectives are met. The Civil Rights staff has previously been consulted to develop the requirements that are set forth in the Comprehensive Agreement.

9.1.1 Disadvantaged Business Enterprises (DBE)

The Concessionaire and VDOT are committed to a Civil Rights Program for the participation of Disadvantaged Business Enterprises (DBEs) in VDOT contracting opportunities in accordance with 49 Code of Federal Regulations (CFR) Part 26. It is the policy of VDOT to ensure that DBEs, as defined in 49 CFR Part 26, have an equal opportunity to receive and participate in USDOT federally-funded contracts. VDOT adopts the following objectives:

- To ensure nondiscrimination in the award and administration of FHWA assisted contracts;
- To create a level playing field in which DBEs can compete fairly for FHWA assisted contracts;
- To ensure that the DBE Program is narrowly tailored in accordance with applicable laws;
- To ensure that only firms that fully meet 49 CFR Part 26 eligibility standards are permitted to participate as DBEs;
- To help remove barriers to the participation of DBEs in FHWA assisted contracts;
- To assist the development of firms that can compete successfully in the marketplace outside of the DBE Program; and
- To provide appropriate flexibility to recipients of Federal financial assistance in establishing and providing opportunities for DBEs.

9.1.2 Small, Women, and Minority (SWaM) Businesses

The SWaM Program is a Commonwealth of Virginia Program established to enhance business opportunities for small, women, and minority businesses to promote economic justice and eliminate impediments for a more equitable procurement process with State Government agencies.

9.1.3 Local Labor and Veteran Workers Hiring Preference

At the time of writing this initial Project Management Plan, VDOT is in the process of developing a monitoring and evaluation plan for the SEP-14 work plan, as it relates to local labor and veteran workers hiring preferences for the I-395 Express Lanes Northern Extension project. It is anticipated that the work plan will be defined within the next six months, and more specifics concerning the development plan, monitoring and evaluation plan, and reporting requirements will be included in the next update of the PMP.

9.2 Civil Rights (DBE/SWaM) Management Plan

The Technical Requirements of the RFP require that the Design-Builder submit a DBE/SWaM and Workforce Plan, for the Concessionaire's and VDOT's review and approval. At a minimum, the plan will need to include:

- Approach to achieve DBE/SWaM goals
- Outreach to DBE and SWaM community
- Reporting DBE, SWaM, and local and veteran workers participation
- Trainees on Construction Projects
- Plan for recruitment, hiring, training, and retention of veterans and local workers

9.3 Federal Requirements

VDOT, as a recipient of federal funds, must comply with Title VI of the Civil Right Act of 1964, as amended and all other presidential executive orders, rules and regulations governing nondiscrimination, equal employment opportunity, the Disadvantaged Business Enterprise Program, and the On-the-Job Training Program. These obligations will be required of the Design-Builder by inclusion of these requirements in the contract, to include:

- Title VI of the Civil Rights Act of 1964, as amended
- 49 CFR 26 – DBE Program
- FHWA 1273 – Required Contract Provisions
- USDOT 1050.2 Appendix A – Nondiscrimination in the selection and retention of contractors during procurement
- Executive Order 11246 – Notice of Requirement for Affirmative Action to ensure EEO
- Davis-Bacon and Related Acts – Prevailing Wage Rates

VDOT must conform to Federal requirements as applicable in the personnel/labor areas, as well as, in the procurement process. Those cited here cover the majority of the Federal requirements that apply.

SECTION 10: OPERATIONS AND MAINTENANCE

The primary objective of the operations and maintenance task is to begin identifying the methods, systems, and procedures by which the Concessionaire will comply with the operations and maintenance requirements of the Comprehensive Agreement.

10.1 Operations and Maintenance Plan

During the development phase, VDOT and the Concessionaire will work to prepare a scope of operations, maintenance, and asset management activities. Initial analyses will be conducted through an iterative process of the Concept of Operations document as well as the Concessionaire's management plans and life-cycle maintenance plans. Agreements will need to identify specific roles and responsibilities of VDOT and the Concessionaire for the Operations and Maintenance Phase of the project.

The ultimate Operations and Maintenance Plan will need to address include items such as the following:

- Organizational structure including key operations and maintenance personnel and their responsibilities and level of authority
- Key suppliers and subcontractors
- Service delivery and operating procedures
- Incident management
- Inspection methods and inspection schedules
- Identification and scheduling of routine maintenance
- Stakeholder communication program
- Environmental compliance
- Site safety
- Emergency response
- Tolling operations and maintenance plan
- Documentation and reporting procedures
- Internal audit program and recording of findings, conformance, non-conformance, corrective actions, and preventative actions
- Making documentation available for external audits
- Submission of quarterly/annual reports
- Documentation control

Some specific issues that will require evaluation during the development phase include:

- Operations/maintenance of transit features
- Involvement of the VDOT TOC center, and communication protocols
- Coordination of emergency responses with the SSP

10.2 Design Support and Review

Once final design commences for the project, there will be a need for high-level and detailed design reviews of all components related to system operations. This includes Intelligent Transportation Systems (ITS) and tolling. These design reviews will guide the development of the project with a view toward a system that is cost-effective and safe to maintain, and that provides the means for VDOT or the Concessionaire's contractor to operate the facility in a safe and efficient manner.

Regular meetings will be held between VDOT and the design team to keep all parties on the same page and to identify any issues early on. These meetings will be attended by VDOT, the Concessionaire, the Design-Builder, and the system integrator. All systems built in the field will need to be integrated with the back end systems such that an end-to-end view is incorporated at all times.

10.3 Review of Testing and Training Plans

As the systems are installed, testing will then commence, first at the device level and then at the system level. Multiple rounds of review of the testing plans will be needed for successful operation of all systems. Testing will take place in the field and at the traffic management center, adding variables to the end-to-end functioning of the system in a controlled manner to assist in identifying any issues that may arise.

SECTION 11: REFERENCES

FHWA Publications

The following resources and guidelines can be viewed at the FHWA website at:

http://www.fhwa.dot.gov/ipd/project_delivery/resources/

Project Management Plan Guidance, January 2009

Financial Plan Guidance, December 2014

Cost Estimating, various resources

Risk Management, various resources

Lessons Learned, various resources

PPTA Publications

The following manuals and guidelines can be viewed at the Virginia Public-Private Partnership website at: <http://www.p3virginia.org/publications/>

PPTA Implementation Manual and Guidelines, November 2014

2015 P3 Risk Management Guidelines

VDOT Publications

The following manuals, policies, and procedures can be viewed at the VDOT website at:

<http://www.virginiadot.org/business/manuals-default.asp>

CADD Manual, 2012

BMP Design Manual of Practice, April 2013

Drainage Manual, October 2014

Guardrail Installation Training Manual, February 2015

Public Involvement Manual, September 2015

2008 Road and Bridge Standards

Road Design Manual, July 2015

Structure and Bridge Manuals, various

Survey Manual, July 2015

Traffic Engineering Design Manual, September 2014

Field Guide for Partnering for VDOT Projects, November 2005

Materials Division, Manual of Instructions

Post Construction Manual, August 2014

2007 Road and Bridge Specifications

2007 Road and Bridge Specifications, Project Specific Guide, March 2012

2005 Construction Manual

Inspection Manual, January 2015

MUTCD and the 2011 Virginia Supplement to the MUTCD

VDOT Publications—cont.

2011 Virginia Work Area Protection Manual

2011 Right-of-Way Manual

2011 Utility Relocation Manual

2009 Manual for the Procurement and Management of Professional Services

Minimum Requirements for Quality Assurance and Quality Control on Design-Build and P3 Projects

Additionally Instructional and Informational Memoranda are available for each of the following Divisions:

Location and Design

Operations

Traffic Engineering

Construction

SECTION 12: APPENDICES

- A Partnering Charter
- B Initial Cost Estimate and FHWA CER Results



Appendix A

Partnering Charter



395 EXPRESS LANES PROJECT PARTNERING CHARTER

APRIL 21, 2017

Partnering Principles:

We, as partners in the 395 Express Lanes Project Team, adopt the following principles to define our relationships and drive our behavior to meet or exceed the Project requirements and objectives for SUCCESS:

- Create “One Project Team” with Aligned Expected Outcomes
- Encourage and Practice Open Communications with No Surprises
- Create Environment of Trust, Respect and Fairness
- Use Partnering to Eliminate Conflicts and Resolve Issues
- Take Initiative and Be Proactive – be “Problem Solvers”
- Celebrate Accomplishments and Successes

Partnering Goals:

The Project Team is committed to working cooperatively and collaboratively to successfully complete the 395 Express Lanes Project and achieve the following common goals:

- Ensure SAFETY for all Team employees, the traveling public, adjacent communities, and the end users of the Project;
- Complete all tasks and elements of the Project on SCHEDULE;
- Deliver all elements of the Project within the established BUDGETS;
- Use a “Right the First Time” approach that produces QUALITY designs, construction works, and project documentation;
- Meet or exceed DBE/SWaM and other Civil Rights project goals;
- Protect the ENVIRONMENT and promote the use of sustainable solutions;
- Provide timely and helpful PUBLIC INFORMATION to the traveling public, key stakeholders, and adjacent communities and businesses;
- Coordinate and manage all interfaces required to successfully deliver TOLLING and TRAFFIC MANAGEMENT SYSTEMS and commence tolling operations;
- Be a GOOD NEIGHBOR to adjacent communities and affected stakeholders; and
- Protect and enhance the REPUTATION of each Team member.





Appendix B

Initial Cost Estimate and FHWA CER Results

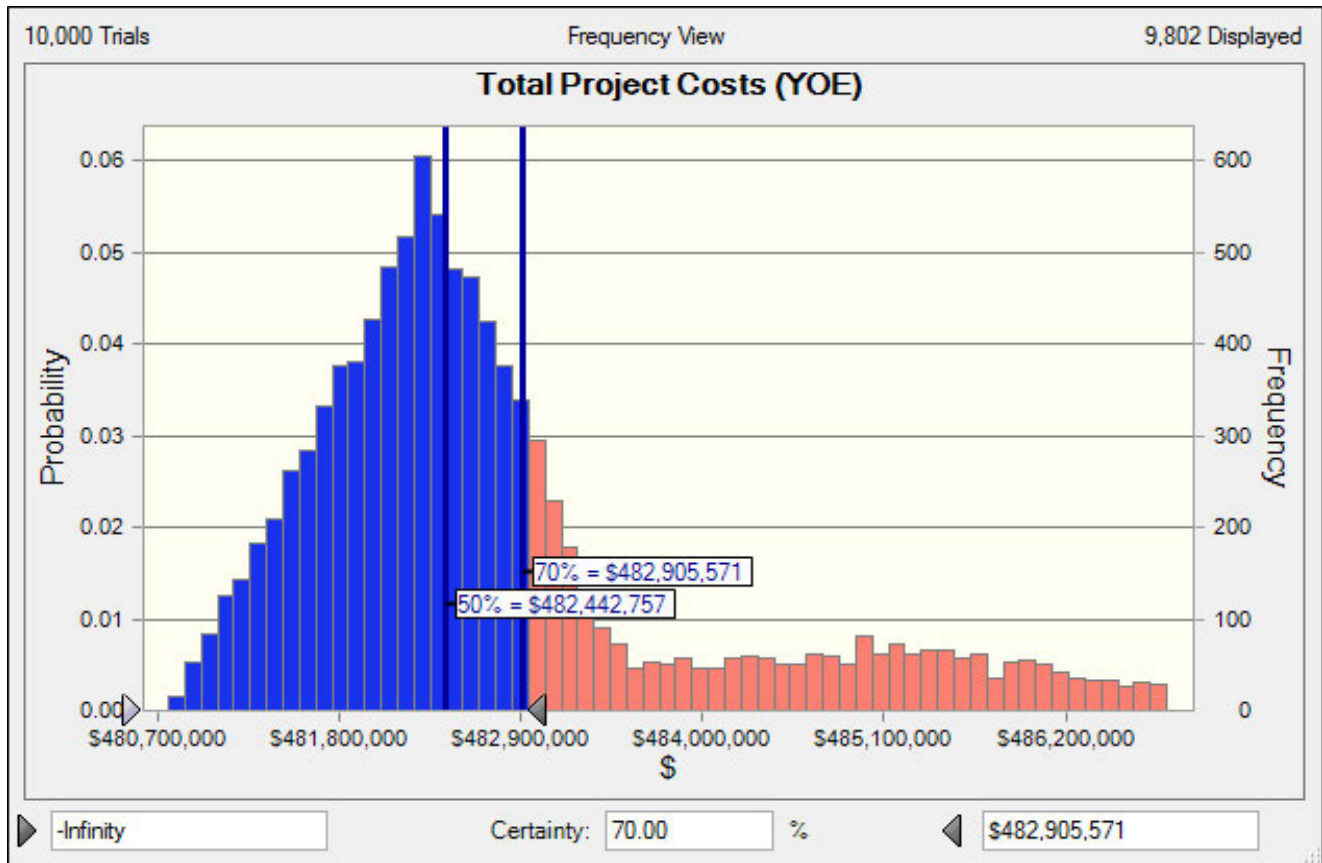
VDOT Project Estimates (YOE)

UPC No.	Description	PE	ROW	Construction	Total
108313	I-395 Northern Extension Study	\$11,700,000			\$11,700,000
108361	I-395 Express Management Owner's Project Cost		\$700,000	\$33,300,000	\$34,000,000
103316	Duke - Edsall Widening (DEW)	\$6,500,000		\$57,500,000	\$64,000,000
110740	Edsall Walkway (sidewalk)			\$4,000,000	\$4,000,000
110728	Pentagon			\$10,000,000	\$10,000,000
110729	395 Aux Lane Soundwall			\$7,000,000	\$7,000,000
87396	TMP			\$7,100,000	\$7,100,000
	Total	\$18,200,000	\$700,000	\$118,900,000	\$137,800,000

Concessionaire Cost Estimates (YOE)

UPC No.	Description	PE	ROW	Construction	Total
110739	Concessionaire Development Costs	\$26,200,000			
	Concessionaire Construction Costs			\$315,700,000	
	Total	\$26,200,000		\$315,700,000	\$341,900,000

Responsible Party	Estimate	Assets
Concessionaire	\$341,900,000	395 Express Lanes
VDOT	\$137,800,000	395 SB Widening, Sound Barrier, Bridge Rehabilitation, Pentagon Improvements
TOTAL	\$479,700,000	



Percentiles:	Forecast values
0%	\$480,762,257
10%	\$481,528,847
20%	\$481,838,281
30%	\$482,076,141
40%	\$482,268,328
50%	\$482,442,757
60%	\$482,649,804
70%	\$482,905,571
80%	\$483,399,677
90%	\$485,134,938
100%	\$491,751,735

LONG BRIDGE PARTNERS

WSP & **RK&K**



FORM PD 50

ATTACHMENT D

DBE CERTIFICATION AND UTILIZATION FORM

CONTRACT NO.: RFP 1-001-22-0002
 FTA NO. (if known): _____
 DATE SUBMITTED: October 6, 2022

This DBE Certification and Utilization Form applies solely to meeting the assigned DBE contract goal for DBE participation. If the assigned DBE contract goal is greater than zero, each Bidder/Offeror, including DBE prime Bidders/Offerors, shall complete and submit this form with their bid/proposal. SHOULD THE BIDDER/OFFEROR FAIL TO COMPLETELY FILL OUT, SIGN, AND SUBMIT THIS FORM WITH THE BID/PROPOSAL WHEN THE ASSIGNED DBE CONTRACT GOAL IS GREATER THAN ZERO, THE BIDDER/OFFEROR WILL BE CONSIDERED NON-RESPONSIVE.

Instructions:

- A. If your firm is currently certified as a DBE by the DSBSD/MWAA, complete only Part I of this form in the event you intend to fulfill the DBE contract goal through work to be performed by your own forces.
- B. If your firm is not currently certified as a DBE by the DSBSD/MWAA, complete Part II of this form if you will meet or exceed the DBE contract goal and Parts II and III if you will not meet or exceed the DBE contract goal.

Certification:

The undersigned Bidder/Offeror has satisfied the requirements of the bid specification/request for proposals terms in the following manner. (Please mark the appropriate box)

- ☒ The Bidder/Offeror is committed to a minimum of 12% DBE utilization on this contract.
- ☐ The Bidder/Offeror, while unable to meet the DBE contract goal of 12%, hereby commits to a minimum of _____% DBE utilization on this contract and submits the attached documentation as evidence demonstrating good faith efforts in seeking participation by certified DBE firms.

The Bidder/Offeror certifies this form accurately represents its solicitation and utilization or non-utilization, as indicated, of the firms listed below for performance of work on this contract. Bidder/Offeror certifies that it had direct contact with the named DBE firms regarding participation of this project. Bidder/Offeror certifies, if awarded this contract, that it shall award subcontracts to or enter into agreements with the named DBE's. If the Bidder/Offeror is submitting evidence of good faith efforts to secure participation, Bidder/Offeror certifies that the good faith efforts information/documentation is true, accurate and correctly reports the actions taken by the Bidder/Offeror.

The undersigned further understands that no changes to this statement may be made without prior approval from VPRA and any federal funding partner.

Long Bridge Partners

Bidder's/Offeror's Firm Name

Signature of Authorized Representative

October 6, 2022

Date

ATTACHMENT D

Part I

DBE FULFILLMENT BY PRIME CONSULTANT

To be completed ONLY by Bidders/Offerors that are certified as a DBE by DSBSD/MWAA at time of bid/proposal submittal and which intend to fulfill the contract goal through work to be performed with its own forces:

DSBSD/MWAA Certification number: _____ Certification Date: _____

Part II

DBE SUBCONTRACTOR/SUPPLIER UTILIZATION

[illegible]

NOTE: ATTACH ADDITIONAL PAGES, IF NECESSARY.

¹ For purposes of this form, "Small Business" shall have the meanings set forth in Va. Code § 2.2-1604 and includes only those firms which hold a certification as such by the DSBSD on the due date for bids/proposals. This shall also include DSBSD-certified micro, women-owned, minority-owned, and service-disabled veteran-owned businesses when they also hold a DSBSD certification as a small business on the proposal due date.

PART III

GOOD FAITH EFFORTS

If the Bidder/Offeror cannot fully meet the DBE contract goal, the Bidder/Offeror shall complete the below items and attach documentation demonstrating the Bidder's/Offeror's Good Faith Efforts (GFE). Examples of relevant documentation in support of GFE includes, but is not limited to, call logs, posted advertisements, attendance to pre-bid/submittal meetings, and records of negotiation. VPRA has the authority to make a fair and reasonable judgment whether a Bidder/Offeror that did not meet the contract goal made adequate GFE.

ATTACHMENT D

1. List research efforts conducted by the firm to locate DSBSD/MWAA-certified DBE firms, including but not limited to, advertising in publications or in the classified section of the newspaper where DBEs are likely to see it. List specific research efforts and dates.
2. List subcontractor outreach meetings, conferences, or workshops conducted by the firm to locate DSBSD/MWAA-certified DBE firms—including the dates, participation numbers, and results.
3. Describe any support requested from DSBSD and/or MWAA to identify and solicit participation from DSBSD/MWAA-certified DBE firms on the contract.
4. Provide documentation of direct efforts to solicit participation by DSBSD/MWAA-certified DBE firms on the contract (e.g., telephone call logs, emails, certified letters, etc.). Be sure to list the DBE firm name and dates of contact.
5. Provide documentation of any follow-up efforts made with DSBSD/MWAA-certified DBE firms which your firm directly solicited for participation on the contract (e.g., telephone call logs, emails, certified letters, etc.). Be sure to list the DBE firm name and dates of contact.
6. Identify and describe all circumstances in which a DSBSD/MWAA-certified DBE firm was considered by your firm but ultimately rejected after negotiation due to price or other factors. Be sure to list the DBE firm name and all relevant information.
7. Provide documentation of any assistance offered to interested DSBSD/MWAA-certified DBE firms in obtaining bonds, lines of credit, and/or insurance for the contract.
8. Identify areas of work your firm has subcontracted to DSBSD/MWAA-certified DBE firms for other contracts. Include company names, dates, dollar amounts, and percentages on a per contract basis.
9. Provide documented correspondence (i.e., certified mail, email, receipt of fax transmissions, etc.) to DSBSD/MWAA-certified DBE firms from the lists provided by DSBSD and/or MWAA and other outreach agencies and organizations which indicate the solicitation of such for utilization of subcontracting opportunities on other contracts for which the business has competed.
10. List areas of work which the firm has subcontracted with DSBSD/MWAA-certified DBE firms for upcoming contracts—including the name of the business, certification number, dates, dollar amounts, and percentages on a per contract basis.
11. Please provide narrative details of any other efforts your firm undertook in an effort to attain the DBE contract goal.

Part II: DBE Subcontractor/Supplier Utilization

Name of Subcontractor	DSBSD/MWAA Certificate Number	Contact Person, Telephone Number & Email	Type of Goods/ Services	DBE	Small Business	Planned Contract Involvement (% or \$)
Business Transformation Group (BTG)	DBE 660498	Joseph F. Lewis 202.747.0021 certs@btgworks.com	DBE outreach, engagement	✓	n/a	1%
CES Consulting, LLC	DBE 690040	Kumar Barakam 571.402.8476 kbarakam@ces-consulting.com	Inspection, controls, estimating	✓	✓	3%
DMY Engineering Consultants Inc.	DB20259665	Weiyi "Wayne" Ma, PE 703.665.0586 wma@dmynec.com	Geotechnical services, testing lab	✓	✓	3%
FOXXSTEM	DBE 818962	Keith Foxx, PE 202.773.0070 kfoxx@foxxstem.com	Utilities	✓	n/a	1.5%
Interagency Inc.	DB21288946	Justin Donnelly 202.255.7656 Justin.donnelly@interagency.biz	Environmental permitting	✓	✓	1%
Mercado Consultants, Inc.	DB20097369	Bill Mercado, PE 240.722.6314 bmercado@mercadoeng.com	Survey, inspection	✓	n/a	1%
Stellar Services, Inc.	DB20005682	Chuck Romoser 609.752.6424 cromoser@stellarservices.com	IT services	✓	n/a	1%
Straughan Environmental, Inc.	DB20049467	Mindy Barnowski 443.539.2507 development@straughanenvironmental.com	Environmental services	✓	✓	1.5%