



Response to Request for Qualifications for
At-The-Ready Consultant Engineering Services for Municipalities

Municipal Project Management Services

January 6, 2017

What's inside

- a. Cover Letter
- b. General Firm Information
- c. Municipal Project Management Services
- d. Resumes



a. Cover Letter



January 6, 2017

Nydia Lugo, Technical Development Engineer
Agency of Transportation, Municipal Assistance Bureau
1 National Life Drive
Montpelier, VT 05633

Reference: At-The-Ready Consultant Engineering Services for Municipalities - Municipal Project Management Services

Dear Ms. Lugo,

We're active members of the communities we serve. That's why at Stantec, we always design with community in mind. When we take on a project, we see more than a highway, road, bridge, or neighborhood. At Stantec, we look at every challenge as an opportunity to bring communities together. In the face of ever increasing budget constraints and the need for an expanding range of services having a trusted team such as Stantec makes sense for your high priority projects requiring multi-disciplined consultation. Our proposed team is broadly skilled and has extensive experience with project management, project coordination, and construction administration services for projects throughout Vermont and New England.

With over 160 transportation focused staff in New England, our team has ample capacity to meet VTrans, and the Municipalities, schedules. Our staff are recognized regional leaders in transportation projects and have worked hand-in-hand with the local communities for many years. We have the experience and capacity to provide the highest level of service to VTrans and the Municipalities for this project. Our South Burlington office will serve as a local home-base for our New England team members to provide the needed project management services.

We're confident our team is a perfect match for VTrans and the Municipalities for the following reasons:



Knowledge of State and Federal Regulations

A project management team needs to have knowledge of state and federal regulations. *This team does.* Over 95% of the work done by this team is state and federally funded, meaning these projects meet their requirements and follow their processes. Unique requirements typically include NEPA documentation, state and federal permitting and clearances, and right-of-way acquisition procedures.



Public Participation

A project management team needs to have experience with public participation and facilitation. *This team does.* With every project comes a public participation process. The success of this process depends on the quality and clarity of information and the managing of public meetings. Experience on over 30 VTrans MAB projects has shown us the value of listening and documenting public concerns and soliciting these concerns in an organized fashion. Our proposed Municipal Project Manager's are prepared to assume the role of meeting facilitator. They all have over 35 years of public experience doing so.



Financial Management

A project management team needs experience with financial management. *This team does.* For example, David Crawford, a former town and village manager, who managed the finances of communities greater than 10,000 people and public projects up to \$10 million in construction cost, has a track record of completing projects on-schedule and on-budget. Jim Harris is a former NYSDOT Executive Manager and VTrans Project Manager. While with NYSDOT, Jim developed and managed state budgets in the millions of dollars. While with VTrans, Jim managed the \$80 million Bennington Bypass and served in the Rail Division as a Project Manager. Alec Tuscany is a former Town Manager, Public Works Director, and Municipal Project Manager for the successful Waterbury Roundabout project.



Experience Preparing RFPs and Scope of Services

A project management team needs experience preparing RFPs and Scope of Services. *This team does.* With most of our retainer or term contracts and with many of our clients, we need to develop the scope of services. This often expedites the process and provides a clear understanding of the needed services. Although scope templates are a good place to start, experience shows they need to fit the project and they need to provide a clear understanding of the project's expectations. Our proposed Municipal Project Manager's experience includes preparing RFPs for VTrans MAB projects and municipal projects.



VTrans Project Development Process

A project management team needs experience with the VTrans project development process. *This team does.* Having worked with municipalities and VTrans for 60+ years, managing transportation projects is this team's specialty. It is one reason why Stantec has been repeatedly selected by our existing clients. With this experience, we understand the project development process and methods to expedite the process.



Administering Projects from Design through Completion

A project team needs experience administering projects from preliminary design through construction completion. *This team does.* When VTrans needed additional project managers to assist them with managing consultants, they first turned to Stantec. Four years later, we have been involved with over 40 projects, and continue to support them.



We Are Committed to Partnering With You

Having worked with VTrans and many Vermont municipalities over the years, we have a strong desire to continue these relationships. We believe the best way to do this is to provide quality, innovative, and responsive service. That is our commitment.

We emphasize the depth of our in-house resources, our specific knowledge of VTrans projects and processes, and our ability to respond both timely and in sufficient detail to sustain progress and maintain the project schedules. We recognize the importance of this contract for the continued safety of our communities across the state. We look forward to continuing to contribute our enthusiasm and skills to improve Vermont's transportation infrastructure. Thank you for your consideration.

Very Truly Yours,

STANTEC CONSULTING SERVICES, INC.

Greg Goyette, PE
Senior Associate
Phone: (802) 497-6403
greg.goyette@stantec.com

Gary Santy, PE
Senior Principal
Phone: (802) 497-6421
gary.santy@stantec.com



b. General Firm Information



60+ Years

work working with state and federally
funded transportation projects.

b. General Firm Information

Introduction to Consultant Firm

We're active members of the communities we serve. That's why at Stantec, we always design with community in mind. The Stantec community unites approximately 22,000 employees working in over 400 locations across six continents. We collaborate across disciplines and industries to bring buildings, energy and resource, environmental, and infrastructure projects to life. Our work—engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics, from initial project concept and planning through design, construction, and commissioning—begins at the intersection of community, creativity, and client relationships. With a long-term commitment to the people and places we serve, Stantec has the unique ability to connect to projects on a personal level and advance the quality of life in communities across the globe.

Company Information

Stantec Consulting Services, Inc.
55 Green Mountain Drive
South Burlington VT 05403
(802) 864-0223 | greg.goyette@stantec.com



Company History

Established: 1954

Former names:

Stantec Consulting Services Inc. (12/31/04 - Present)

Dufresne-Henry (joined Stantec in 2006)

Stantec Consulting Group Inc. (4/2/04 - 12/31/04)

The Sear Brown Group Inc. (3/30/88 - 4/2/04)

Charles E. Ward, Inc. (11/15/68 - 3/30/88)

Manhasset Civil Engineers, Inc. (8/27/29 - 11/15/68)

1,500+

communities are enjoying the ride thanks to our devotion to enhancing their transportation networks

Stantec & Vermont

For 60+ years Vermont municipalities have been and continue to be very important clients to our team. We have a strong desire to be involved in this program and are prepared to commit the necessary resources to help you succeed. Our specialized team offers VTrans and the municipalities the support of our many local Vermont staff who have established relationships with various local, regional, and state officials. As local staff, we can readily provide the closeness, accessibility, responsiveness, project area familiarity, and local contact to streamline the work and provide successful projects on your schedule.

Understanding of the Work Required

VTrans is seeking qualified consultants to provide project management services for municipalities for the development of select projects under the MAB. These services include: project coordination for all aspects of the project; RFQ/RFP and SOW preparation; contract documentation; invoice review; progress reports; meeting documentation; plan review; construction administration; project setup and closeout; coordination with VTrans, municipal offices, the general public, property owners, design consultants and all other appropriate parties; as well as other work related to project management. Our team members are extremely familiar with all of these requirements and can “hit the ground running”.

Firm’s Capabilities to Perform the Work

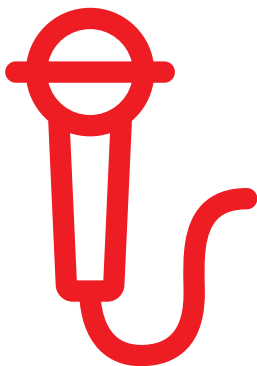
Our local team of project managers and transportation professionals have decades of first-hand experience with VTrans and Vermont municipalities. Our added benefit though is our expanded network of 1,700 transportation-focused professionals, ready to support our local team. The result of this connected team’s resources, knowledge, and experience is an unmatched commitment to meet our client’s needs.

Our South Burlington office staff will lead these municipal project management services. When needed, support from other regional offices can be readily solicited. These regional offices have over 770 staff members, many with project management, transportation engineering, traffic management, and environmental specialists who can handle virtually any assignment.

Over the last four years we have provided project management services for over 40 VTrans transportation projects. Recent feedback from VTrans supports the quality of our team and the services that we continue to bring to your projects.

“ *Staff is very capable of producing high quality professional plans. Always demonstrates an interest in being cooperative. Great at keeping the project moving forward with communication with the appropriate persons. Strong organizational skills at plan development. Very professional in their dealing with the public as well as State employees. Plans are developed with an eye on the details.”*

~ Wayne Davis, VTrans, St. Johnsbury CMG PARK(30) Enosburg CMG PARK(20)S



Our Approach

To gain a better understanding of each project we're assigned under this contract, we will review the project area, review project plans, and discuss the project with Town Municipal staff. Based on this information, we will assemble a Stantec project management team with the experience, knowledge, commitment, and resources to facilitate the timely completion of the design phase, right-of-way permits, and utility clearance while complying with all applicable federal, state, and local laws and ordinances.

Project Management and Communication

Our projects typically begin by distributing a written project work plan, followed by a “kick-off” meeting. The work plan clearly establishes all project roles, procedures and responsibilities. It contains all contract details, project milestones, a project directory, management and reporting procedures, and quality control procedures. Our project manager's will be supported by Gary Santy, one of our transportation group managers, and the resources of our local 50 member office. Gary has been involved with over 50 transportation projects during his over 38 years of experience. He has an intimate knowledge of the project development process and recognizes the need to address issues critical to the project schedule such as permitting, right-of-way acquisitions and utility relocations.

Experience has proven that regularly scheduled meetings are the most effective means of maintaining communication, project momentum, and seeking decisions. Our experience suggests that a “kick-off” meeting occur within two weeks of the Notice to Proceed. Subsequent meetings will be scheduled to coincide with work sessions, information collection trips, field review or regulatory agency meetings. The primary purpose of these meetings is to discuss and resolve outstanding issues, assign action items, and report on project progress.

Project Schedule

A project schedule is an essential management tool. It describes the project development process, sets project milestones, provides a means to track project progress and identifies critical path tasks. Using the sequential project task list from the MAB guidelines, a project schedule using Microsoft Project can be developed. We have effectively used this to communicate the steps in the process and understand where the project is in the process. Team members are prepared to review the project schedule at monthly coordination meetings and discuss possible measures to expedite the process. Potential measures include:

- » Confirming input from regulatory agencies, public, and property owners has been considered in the plan development.
- » Work with a project steering committee to confirm decisions.
- » Begin property owner meetings and the right-of-way waiver process.
- » Conducting regular utility relocation meetings to assure responsiveness from utility owners.
- » Discussing methods for schedule compression or recovery at major milestones.

These and solicited additional ideas will be discussed and pursued when appropriate.

Project Financial Management

A proven method to monitor the project's progress is through monthly reports coinciding with invoicing. Reporting "percent complete by task" and "percent expended by task" provides a method to evaluate the project's financial status. The monthly reports can also include what was accomplished, what work is anticipated next month, and any issue resolution or information needed. The result is an informed manager to address issues and needs.

Project Constructability and Costs

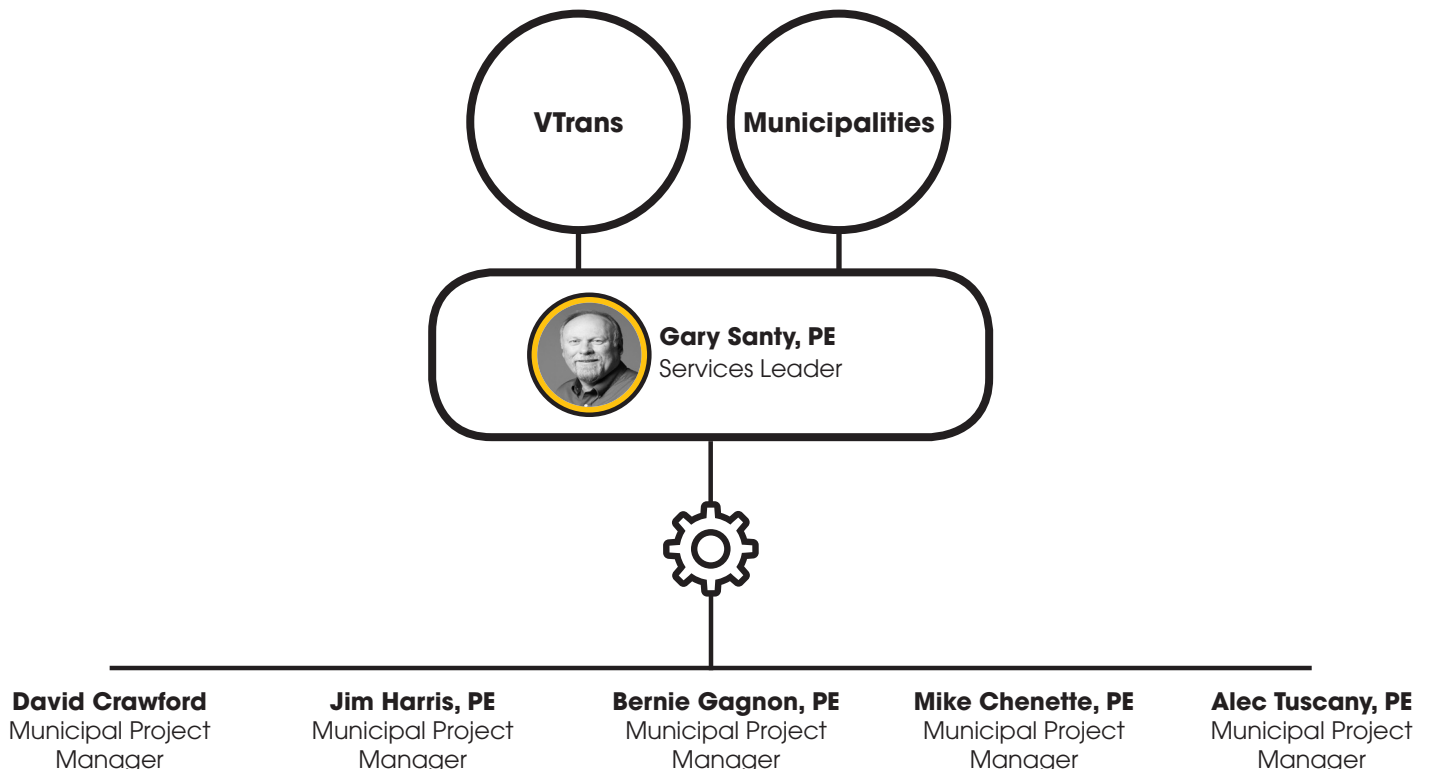
Team members are prepared to provide ideas for constructability and cost-saving measures. Stantec is very familiar with all types of construction. Two recent projects include the Waterbury VT 100/US 2 roundabout and the Manchester VT 7A/VT 30 roundabout and mini roundabout. Based on experience, potential measures may include:

- » Evaluating alternative typical sections – width, depth, and surface.
- » Minimizing the number of construction phases with temporary widenings or detours.
- » Conducting a value-engineering review.
- » Considering the consequential maintenance cost of items.
- » Constructability review to minimize potential for change orders.

These ideas and others will be discussed with each Municipality to determine their applicability and value to their project.

Organization Chart

If complex project issues arise during project development, these key staff will rely on Stantec's 60 transportation professionals in our South Burlington, Vermont and Auburn/Bedford, New Hampshire offices to provide the support needed to solve these issues. These staff are proficient in a great number of disciplines that are frequently required on municipal projects.



Availability Chart

Our track record shows that we balance project commitments to support VTrans and municipal clients, and we are staffed and available to continue to do so under this contract.

The nature of a general consulting contract is variable in assignment types and unpredictable in scheduling consistency. To remain available for this contract, our proposed team members will be able to delegate tasks in the following ways, dependent upon the urgency and complexity of the assignment given by VTrans:

- » Delegate tasks for other projects to Stantec personnel not associated with this contract, freeing up our proposed team members to pick-up complex assignments at quick notice; or
- » Delegate common tasks such as documentation support, drafting, and certain site visits to supporting staff designers, engineers, and scientists

The following chart details availability of key staff members to devote to municipal projects over the next six months and an estimate of how much time each staff member has historically worked on municipal projects. It's important to note that, no matter the firm, staff availability can change quickly over the life of the prequalification due to new assignments, staff turnover, promotions, and other factors. Stantec's unique depth, breadth, and quality of design professionals in Vermont uniquely positions us to absorb these changes without sacrificing the quality of design services that our clients have come to expect from us.

6 - Month Outlook

Team Member	Project Role	% Availability Over the Next 6 Months	% Time Typically Spent on Municipal Projects
<i>Gary Santy, PE</i>	Services Leader	25%	50%
<i>David Crawford</i>	Municipal Project Manager	100%	100%
<i>Jim Harris, PE</i>	Municipal Project Manager	100%	75%
<i>Bernie Gagnon, PE</i>	Municipal Project Manager	50%	50%
<i>Mike Chenette, PE</i>	Municipal Project Manager	50%	50%
<i>Alec Tuscany, PE</i>	Municipal Project Manager	100%	100%



“ Stantec is always willing to work through all project issues. They are very good at dealing with the public. They have excellent knowledge of plan development and procedures.”

~ Wayne Davis, VTrans – St. Johnsbury CMG PARK(30)
Statewide CMG PARK(34)



c. Municipal Project Management Services

C. Municipal Project Management Services

Qualifications and Experience

Our qualified staff members are just that because they are heavily experienced with providing Project Management Services for VTrans and municipally managed projects. In the past four years we have provided the Project Management Services for over 40 VTrans transportation projects. Our staff is aware that there needs to be an emphasis on tracking the project development process from project initiation through Contract Plans, bidding, and construction. Milestones for each project are continually monitored to determine if the project is proceeding on schedule or not. We keep a very close eye on project activities and schedules with the use of Microsoft Project to ensure that projects move forward as planned. We also try to be proactive and look ahead for issues that could impact the schedule and try to find ways to resolve any issues before they become problems. Our experience as design engineers and project managers on many previous transportation projects helps us recognize potential problems and avoid them, if possible. We have worked closely with VTrans and Municipal Project Managers on many of our previous assignments to keep them informed of the project progress and any issues and will continue to do so in the future.

We believe that one of the keys for providing effective Project Management Services is working as a team member with the goal of completing a quality project, on schedule and on budget. The team members include the Municipal Staff, VTrans Project Manager, VTrans resource sections, and the design consultant. An important part of our duties is to coordinate and facilitate communications between the team members in order to complete a successful project. We feel we have shown the ability to consistently do this on previous assignments.

Stantec has provided project management services on various projects for the Structures and Rail Sections at VTrans in the past four years. The services provided in connection with these projects include the following:

- » Developing and updating project schedules in Microsoft Project
- » Oversight of all project related activities as outlined in Section III of the VTrans Development Process Manual
- » Ensuring projects are developed in accordance with the project schedule, budget and the VTrans development process
- » Managing an independent design Consultant, including tracking the number of hours billed by the design Consultant against the applicable work orders
- » Coordinate project activities with various VTrans Sections, including the Environmental, Geotechnical, Utility, and ROW Sections
- » Attend project meetings as needed, including site meetings, public meetings and meetings with Agency staff
- » Coordinate plan reviews, including preparing on line shared reviews and facilitating the resolution of comments
- » Assistance during the Construction Phase, if requested, to coordinate contractor shop drawing submittals and reviews, and coordinate the resolution of design related questions with the consultant
- » Provide project status update reports to the Structures Project Manager on a bi-weekly or as requested basis



40+

project administration
services contracts we've
services alongside VTrans
in the last four years

The following is a representative list of projects for the VTrans Structures Section where Project Administration Services were provided:

- » Brattleboro BRO 1442(35) – Town Highway Bridge No.7 Replacement
- » Guilford BRO 1442(36) – Town Highway Bridge No. 65 Replacement
- » Ludlow BRF 025-1(42) – Town Highway Bridge No. 25 Replacement
- » Randolph BRO 1444(57) – Town Highway Bridge No.35 Replacement
- » Shaftsbury STP 014-1 – State Highway Bridge No. 1 Replacement
- » Middlesex IM 089-2(49) – Interstate/NECR Railroad culvert repair project

Project Administration Services for these projects were performed under Todd Summer, PE, Senior Project Manager, Structures Section, VTrans, (802) 828-0161, todd.summer@state.vt.us.

The following is a representative list of projects for the VTrans Rail Section where Project Administration Services were provided:

- » Middlebury WCRS (9) - Railroad Bridge No. 239 Rehabilitation
- » Pittsford HPP ABRB (9) – Railroad Bridge No. 219 Rehabilitation
- » Rockingham STP GMRC (9) – Railroad Bridge No. 107 Rehabilitation
- » Rockingham GMRC (10) – Railroad Bridge No. 111 Rehabilitation
- » Rockingham GMRC (18) – Railroad Bridge No. 111 Emergency Repair
- » Sunderland WCRS (19) – Railroad Bridge No. 64 Replacement
- » Sunderland WCRS (25) – Railroad Bridge No. 63 Replacement
- » Chester GMRC (11) – Railroad Bridge No. 119 Rehabilitation
- » Cavendish RREW12K – Railroad Bridge No. 127 Approach Stabilization
- » Clarendon WCRS(10) – Railroad Bridge No. 95 Replacement
- » Dorset WCRS(8) – Railroad Bridge No. 79 Replacement
- » New Haven WCRS(18) - Railroad Bridge No. 242 Replacement
- » Rockingham RREW12J - Railroad Bridge No. 110 Approach Stabilization
- » Rockingham STP GMRC(9) - Railroad Bridge No. 107 Rehabilitation
- » Shaftsbury WCRS(26) – Railroad Bridge No. 57.5 Replacement



- » New Haven RREW001A - Railroad Culvert Replacement
- » New Haven RREW001B - Railroad Culvert Replacement
- » New Haven RREW001C - Railroad Culvert Replacement
- » Ferrisburg RREW001D – Railroad Culvert Replacement
- » Hydeville STP 2033(26) – Railroad Crossing Reconstruction on Town Highway
- » Barre City STP 0261(42) – Railroad Crossing Reconstruction on VT Route 62
- » Arlington STP 0114(4) – Railroad Crossing Reconstruction on Town Highway

Project Administration Services for these projects were performed under Joshua Schultz, PE, Project Manager, Rail Section, VTrans, (802) 828-5764, joshua.schultz@state.vt.us.

Project Examples

VT Route 7A/11/30 Intersection Improvements Manchester, Vermont

To reduce congestion and improve safety at troublesome intersections, we designed a double roundabout for this thriving southwestern VT community, a popular tourist destination. Stantec provided final design and permitting services for these modern roundabouts at the intersections of VT Route 7A with VT Routes 11 and 30. We developed conceptual plans and permitting; including a hydraulics and hydrology analysis to show no impact due to new bridge. We also developed final roadway and bridge plans, and right-of-way acquisition plans. Our design included traffic calming,



VT Route 7A/11/30 Intersection Improvements, Manchester, Vermont

sidewalk/pedestrian facilities, landscaping and decorative lighting. Among the challenges our design team faced were creating a roundabout that would be partially located on a bridge, and accommodating the constraints of building this project within an urban historic district. This \$2.3 Million project was completed in 2013.

Contact

Joel Perrigo
Town of Manchester/VTrans
P: (802) 828-2583
E: joel.perrigo@state.vt.us

US2/VT100 Intersection Improvements Waterbury, Vermont

Putting the needs of the community and our client front and center, we tackled the traffic and safety issues at this existing unsignalized “T” intersection by designing a new roundabout with a number of features requested by the residents and business owners. The US Route 2 and VT Route 100 intersection, built in 1960, was experiencing increasing traffic with over 12,000 vehicles per day and 600-foot queues during peak travel hours. Further, while Route 2 is a village road with children and residents making up a large pedestrian component, Rt. 100 has higher speeds and large trucks heading to Green Mountain Coffee Roasters and affecting pedestrian safety.

Managing the traffic flow and providing a safer pedestrian environment were major goals of the town, as well as creating a northern gateway for Waterbury. We provided preliminary and final design services, permit coordination, and construction related engineering to meet our client’s goals. This was not without challenges. Among the most complex was the need to provide access to businesses adjacent to the roundabout during construction. To address this, we built into the construction documents the requirement for the

contractor to place signs guiding drivers to parking lots for the businesses, to provide parking attendants to help drivers find spaces, and to station flaggers at business driveways to allow traffic flow.

The roundabout operation resulted in drivers having to slow down, and splitter islands in the middle of the roads provided shorter crossings, increasing pedestrian safety. We designed an ADA compliant path to the town Recreation Center, a major destination. Landscaping, lighting, and patterned concrete give the roundabout an aesthetic significance worthy of a gateway into town. We also provided storm water management, utility coordination and updates, and traffic control during construction. This \$5.6 Million project was completed in 2015.

Contact

Alec Tuscany
Town/Village of Waterbury
P: (802) 241-4129
E: publicworksdirector@waterburyvt.com

Widening Route 2 at I-89 Exit 14 South Burlington, Vermont

For years, drivers heading to I-89 out of Burlington got trapped in a right-turn-only lane along US Route 2. With both traffic and safety concerns the City of South Burlington needed a solution.

Stantec provided a full range of design services ranging from conceptual design through final design for the construction of a third eastbound lane of US Route 2, an urban arterial with over 40,000 vehicles per day, from the Sheraton Staples intersection to the I-89 southbound on-ramp.

The new road:

- » Shifted and widened the roadway to add a lane,



Widening Route 2 at I-89 Exit 14, South Burlington, Vermont

avoiding the need to remove critical parking spaces for the shopping center along the corridor

- » Reduces the chance of accidents from the right lane
- » Has reduced congestion at this intersection, but also at the UVM jug handle
- » Was constructed without major disruptions to ongoing traffic flow
- » Is even more attractively landscaped, especially in the space of the former turn lane
- » Came in far enough under budget that the city used the savings to initiate a study into continuing Route 2 downstream

Project elements included bicycle facilities, transit facilities, street lighting, landscaping, utility relocations, stormwater treatment, interconnected and coordinated signal system, and traffic control for highway widening. Stantec also provided NEPA documentation, contract plans, construction cost estimate and permitting meeting VTrans MAB procedures. This \$4 Million project was completed in 2015.

Contact

Justin Rabidoux
 City of South Burlington
 P: (802) 658-7961
 E: jrabadoux@s Burlington.com

Key Personnel

We have a large depth of staff available to perform management, engineering support and design review services. We have designated our best project managers to be available for any assignments that arise out of this contract. With offices throughout North America, our team has significant resources to assist them in completing any assignment. Full resumes for the following staff are in **Section d. Resumes**.

Gary Santy will lead the management of this program. As co-leader of our New England Transportation group, Gary has overall responsibility for Stantec services including

allocation of staff and resources, contractual matters, and client satisfaction. He has over 38 years of engineering experience, with a focus on highway and traffic engineering. Over these years, he has been involved with hundreds of transportation projects with over 40 in Vermont alone. His experience includes the planning, scoping, permitting, design, and construction of a wide range of transportation projects from the Bennington Route 279 new construction to the reconstruction of 6 VTrans Park-and-Rides. Through this experience, he is very familiar with the VTrans project development process and methods to expedite the process while meeting VTrans procedures, standards and specifications.

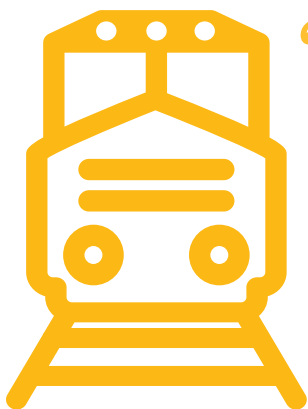
As Manager of the South Burlington office, Gary is aware of resources and availability beyond the local transportation group. He has frequent discussions with other office leaders regarding staff availability and work sharing with a focus on client needs and solving unique problems. An example of this was a request from VTrans to provide support with an evaluation and report on alternative street lighting proposed by an interested party on a park & ride under construction. This involved reaching out to our lighting design staff and getting them involved quickly in this effort. Working closely with the VTrans PM and Assistant Attorney General, Stantec provided a detailed report and affidavit that contributed to a favorable decision from the VT Environmental Court for the project lighting to be constructed as designed.

David Crawford has over 40 years of management experience in both public and private organizations. His role has varied from serving as Town Manager responsible for financial, personnel, and capital project management, to performing Director of Construction management duties for multi-million dollar public works and school projects. With this experience, Dave has a track record of completing tasks and projects using a collaborative management style and creating a team atmosphere. His experience includes numerous VTrans administered projects and he has a thorough knowledge of the VTrans project development process.

Dave has recently joined Stantec to expand our project management services. From his years of public service to various Vermont municipalities, Dave is well known for his management skills. His recent experience, as the Village Manager of Essex Junction, includes delivering three VTrans Local Transportation Facilities (LTF) projects. This experience has provided Dave with a thorough knowledge of the VTrans project development process, State and Federal regulations, an ability to conduct and facilitate public meetings, prepare RFQs and scope of work, administer projects and manage project and town finances. These are the specific needs for this project and Dave is a perfect fit for the assignment.

Jim Harris is a seasoned expert in the development of transportation policy, projects, and financing in an environmentally responsible manner. Having served the New York Department of Transportation (NYSDOT) and Vermont Agency of Transportation (VTrans) for a total of 42 years, he understands the policies and regulations of the transportation industry. In his former position as project manager of the Bennington VT Route 279 Project for VTrans, Jim was instrumental in accelerating the schedule of this successful \$70 million dollar project by one year. Jim also provided project management oversight for the Morrisville Truck Alternative Route project and was the Governor's Representative to the Champlain Bridge Closure Emergency in late 2009 and early 2010. The temporary ferry substitute for the closed bridge was conceived, designed and opened to traffic in the middle of the winter in approximately 100 days and served as transportation across Lake Champlain until the new bridge could be designed, permitted and constructed. The temporary ferry operated from February 1, 2010 until the new bridge was opened to traffic in early November 2011.

Earlier in his career, Jim held a variety of positions with ever increasing responsibility. His final position with NYSDOT involved the development of and management of the five year \$1.75B annual capital program. During this time, NYSDOT fully utilized the resources provided by the Governor's budget to implement capital projects to address critical transportation needs throughout the State.



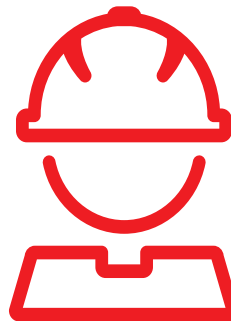
“As is the norm, Jim Harris performed marvelously as the project manager for this rail crossing project. His excellent communication skills, strong work ethic, and attention to details shined through as this project was brought to construction. Thank you Jim, great job!

~ Josh Schultz, VTrans - Barre City STP 026-1(42)

Bernie Gagnon is an experienced engineer with over 30 years in the public and private sector. His specific expertise is in contracting, solicitation evaluation and selection of

design consultants and construction contractors. As a Public Works Director, Bernie acted as the Local Project Manager on several sidewalk and bike path projects overseeing all aspects of the project for the Municipality. Most of these projects were funded by State sources which included meeting the requirements of Federal and State guidelines.

Mike Chenette has been providing these services on bridge projects for VTrans Structures Section for the past four years. He has also been providing these services on bridge projects for the VTrans Rail Section for the past two years. During this time, he has gained a great amount of experience with the VTrans Project Development process and developed a strong working relationship with key personnel at the Agency. Mike has received training and become very familiar with the Artemis scheduling software that VTrans uses to track projects. Developing and updating schedules in Artemis is an important part of his duties. Based on his extensive background and experience providing project administration services, Mike will provide guidance and training to other Stantec staff to help them perform their duties efficiently. Mike currently works at least two days a week at the VTrans office at National Life in Montpelier performing Project Administration services.



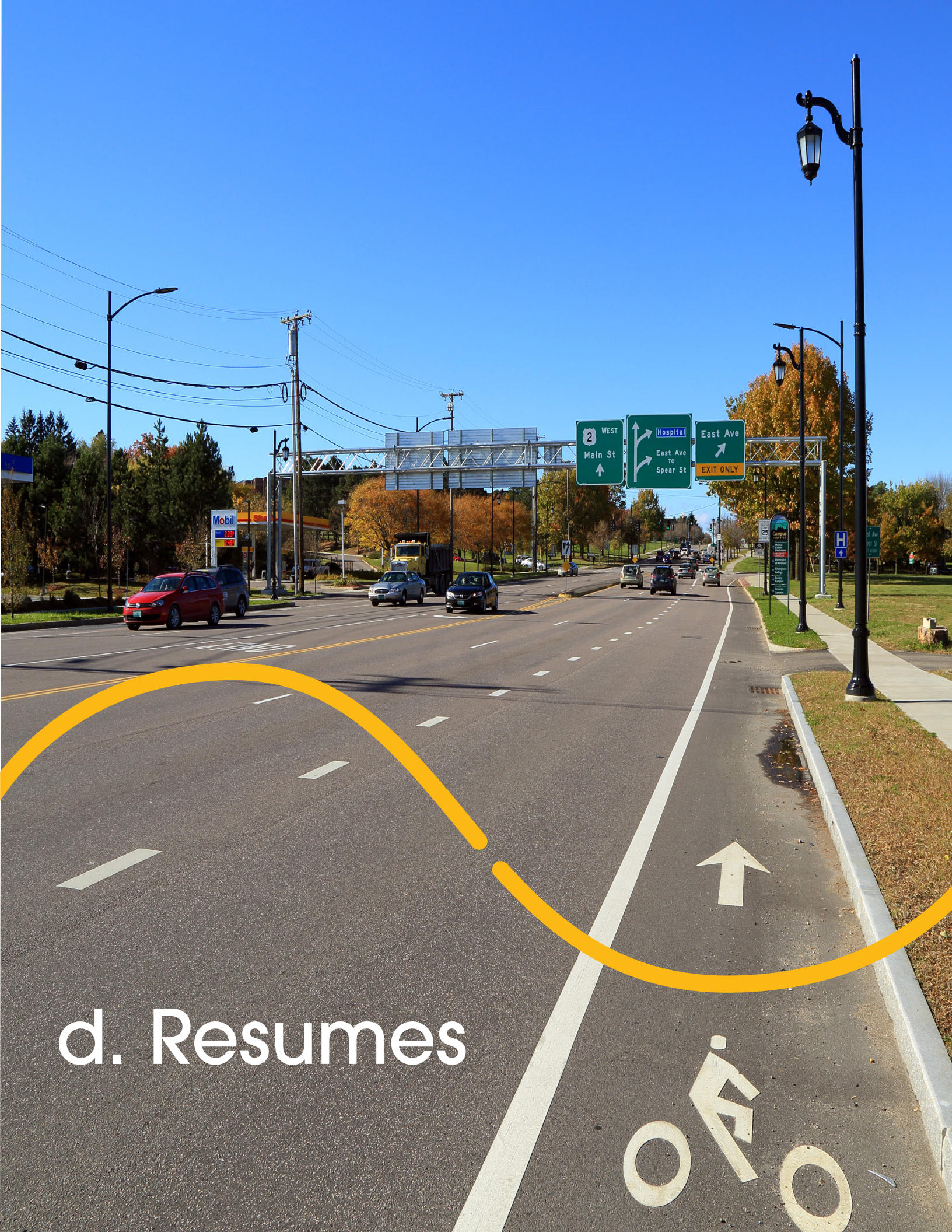
“Mike did an excellent job serving as project manager on this project. He was always on top of all the communication and coordination needs, and he made sure tasks got done on time. I would strongly recommend Mike as a project manager on any future Agency projects. Thank you Mike!”

~ Josh Schultz, VTrans - Clarendon WCRS(10) - Bridge #95

Alec Tuscan has recently joined Stantec and brings over 40 years of experience in the public and private sectors having served as a licensed engineer, Town Manager, Public Works Director and Municipal Project Manager. While Alec still serves the Town and Village of Waterbury on a part time basis, he is available to provide MPM services.

Alec's recent experience included the MPM role for the Town of Waterbury on the recently completed Waterbury Roundabout at the intersection of US Route 2 and VT Route 100. This \$5.6 Million project included many facets such as strict coordination with five other construction contracts within 1 mile of this intersection. This involved significant coordination details of which Alec was involved directly with three of those projects. His diligence in these projects was integral to their success.

Our Municipal Project Managers will be supported by a Stantec team of experienced staff.



d. Resumes





Gary Santy, PE

MUNICIPAL PROJECT MANAGEMENT SERVICES LEAD

Years with Stantec: 38

REGISTRATIONS

Professional Engineer #7563,
State of Vermont

Professional Engineer #11152,
State of New Hampshire

Professional Engineer #9419,
State of Maine

EDUCATION

A.S., Vermont Technical
College, Randolph, Vermont,
1978

MEMBERSHIPS

President, American Council
of Engineering Companies
(Vermont)

Vice President, Vermont Society
of Engineers

Member, New Hampshire Good
Roads Association

AWARDS

2009 ACEC Grand Award,
Randolph Park and Ride

2002 FHWA Excellence in
Highway Design for Urban
Highways, Main Street
Reconstruction; Burlington,
Vermont

2001 ACEC Merit Award,
US Route 2 Reconstruction;
Danville, Vermont

Gary has over 38 years of experience with Stantec in transportation design, traffic (vehicular, bicycle and pedestrian) management, construction engineering, public participation, environmental documentation, and permitting. He has worked closely with the Vermont Agency of Transportation on dozens of roadway projects, including a high-profile project to create a new limited access bypass (VT Route 279) of US Route 7 and VT Route 9 around Bennington, Vermont. As the senior project manager for the \$70-million effort, Gary coordinated with five other consultant firms to design and construct the bypass, and manage all aspects of its design for 5 construction contracts including drainage, hydraulics, erosion control, lighting and traffic signals, right-of-way, utilities coordination and construction engineering.

SELECT PROJECT EXPERIENCE

North Street Revitalization Construction Inspection, Burlington, Vermont

Project manager for this \$5 million downtown improvement project. This project included the undergrounding of the existing utilities, excavation and repair of the existing concrete roadway, and landscaping enhancements including the use of CU-Structural Soil™.

US 2 / I-89 Exit 14 Improvements Design, South Burlington, Vermont

Project manager for the final design for the construction of a third eastbound lane of US Route 2, an urban arterial with over 40,000 vehicles per day, from the Sheraton Staples intersection to the I-89 southbound on-ramp. Project elements include decorative street lighting, landscaping, utility relocations, stormwater treatment, interconnected and coordinated signal system, and traffic control for highway widening. Stantec services will also provide NEPA documentation, contract plans, construction cost estimate and permitting meeting VTrans LTF procedures. Considerations included "Complete streets" approach with pedestrian bicycle and transit facilities.

Waterbury Roundabout, Waterbury, Vermont

Project manager responsible for managing the design, permitting, contract document development and construction related engineering for the US Route 2 and VT Route 100 intersection. The proposed improvement will be a single lane roundabout. Services provided included preliminary and final design through contract plans and bid services. This project included an extensive public participation and training program on the education of roundabouts.

Bennington Route 279 North, Bennington, Vermont

Senior project manager for this \$70 million construction of new U.S. Route 279 circumventing Bennington. This 3.85-mile long, two-lane limited access highway included two interchanges (a systems interchange and Vermont's first single point diamond interchange), eight new structures, considerations for future four-lane construction, utility relocations, and 1.0 miles of urban street reconstruction. Project required extensive coordination of the five-team member firms, working closely with VTrans through an accelerated project development process and the development of five separate construction contracts, bid over four years. Services included conceptual, preliminary, final design, and construction engineering for highway, structure, drainage design and stormwater treatment, erosion prevention/sediment control, traffic signals, right-of-way, utilities, lighting, construction traffic management, FEIS re-evaluation, and value engineering.

Roxbury RT 12A Culvert Replacement, Roxbury, Vermont

Senior project engineer for emergency culvert replacement due to Tropical Storm Irene.

David Crawford

MUNICIPAL PROJECT MANAGER

Years with Stantec: 2

EDUCATION

B.S., Economics and
Government, Wilmington
College, Wilmington, Ohio

Fels Institute of Local and State
Government
Wharton Graduate School

University of Pennsylvania,
Philadelphia, Pennsylvania
Graduate work toward MGA in
Local and State Government

David has over 40 years of management experience in both public and private organizations. His role has varied from serving as Town Manager responsible for financial, personnel, and capital project management, to performing Director of Construction management duties for multi-million dollar public works and school projects. With this experience, David has a track record of completing tasks and projects using a collaborative management style and creating a team atmosphere. His experience includes numerous VTrans administered projects and he has a thorough knowledge of the project development process.

SELECT PROJECT EXPERIENCE

Five Corners Reconstruction, Essex Junction, Vermont

As Village Manager supervised Local project manager (LPM) for the \$1.5 mil signal and street upgrades for a complex intersection with over 25,000 vehicles per day as a VTrans funded project and administered through their LTF program. Duties included managing subconsultant team, coordinating with VTrans, VANR and SHPO, managing the right-of-way and utility clearance process, and maintaining the project schedule.

Pearl Street Reconstruction, Essex Junction, Vermont

As Village Manager supervised the local project manager (LPM) role for the 1/4 mile of improvements along Pearl Street (VT 15), urban arterial that serves as the front door to Champlain Valley Exposition (CVE). This VTrans funded and administered project required managing a consultant team, coordinating Village and VTrans and CVE responsibilities, navigating the NEPA, right-of-way and utility clearance process, and maintaining the project schedule. The result was an accelerated process that completed the permitting and design and construction within one year.

Crescent Street Construction, Essex Junction, Vermont

Supervised the local project manager (LPM) role for the scoping phase of a VTrans administered project that proposed a half mile of new street and contributed to a grid street network to relieve congestion at area intersections. Project required a public involvement process, coordination with adjacent property owners, the New England Central Railroad and VANR. This process produced a locally endorsed alternative and the railroad's acceptance of a new highway-rail grade crossing.

Municipal Construction Projects, Village of Essex Junction, Vermont

As Village Manager for Village of Essex Junction supervised following reconstruction projects including: Taft Street, South Summit Street, Summit Street and Pearl Street Sidewalk. As Former Village Manager served as Owners Representative for Village of Essex Junction for \$10 mill Sewer Treatment Plant Reconstruction Project.

General Municipal Experience with Sidewalk projects

With Municipal Management experience in eight communities and as project manager in four private sector business managed more than fifteen sidewalk projects. His roles have ranged from town manager in charge of financial, personnel, and capital project management, to director of construction management for multi-million-dollar public works and school projects. From Middlebury, Morristown, to Rutland Winooski and Essex Junction, Dave has worked throughout the state and understands the needs, goals, and challenges of Vermont municipalities.

Jim Harris, PE

MUNICIPAL PROJECT MANAGER

Years with Stantec: 3

REGISTRATIONS

Professional Engineer #052550,
State of New York

EDUCATION

Bachelor of Mechanical
Engineering (BME), Pratt
Institute, Brooklyn, New York,
1970

MEMBERSHIPS

Member, New York State
Association of Transportation
Engineers

AWARDS

2009 ACEC Grand Award,
Randolph Park and Ride

2002 FHWA Excellence in
Highway Design for Urban
Highways, Main Street
Reconstruction; Burlington,
Vermont

2001 ACEC Merit Award,
US Route 2 Reconstruction;
Danville, Vermont

Jim is a seasoned expert in the development of transportation policy, projects, and financing in an environmentally responsible manner. Having served the New York Department of Transportation (NYSDOT) and Vermont Agency of Transportation (VTrans) for a total of 42 years, he understands the policies and regulations of the transportation industry. In his former position as project manager of the Bennington VT Route 279 Project for VTrans, Jim was instrumental in accelerating the schedule of this successful \$70 million dollar project by one year. Jim also provided project management oversight for the Morrisville Truck Alternative Route project and was the Governor's Representative to the Champlain Bridge Closure Emergency in late 2009 and early 2010. The temporary ferry substitute for the closed bridge was conceived, designed and opened to traffic in the middle of the winter in approximately 100 days and served as transportation across Lake Champlain until the new bridge could be designed, permitted and constructed. The temporary ferry operated from February 1, 2010 until the new bridge was opened to traffic in early November 2011.

SELECT PROJECT EXPERIENCE

VTrans Project Management Services, Montpelier, Vermont

Providing project management services for the VTrans Rail Division in Montpelier, Vermont for several consultant-designed projects including: 4 Culverts on Vermont Railway Northern in Ferrisburg and New Haven, East Wallingford REW4140A-100, Hardwick RREW12U-100, Highgate RREW001F-100, St. Johnsbury REW4001A-100, Barre City STP 026-1(42), Middlebury WCRS(9), Rockingham STP GMRC (9), Pittsford HPP ABRB(9), Sunderland WCRS(190), Sunderland WCRS(25), Hydeville STP 2033(26), Chester GMRC(11), Rockingham GMRC(10), Ferrisburg Vermont Railway Northern bridge, Mount Holly Bridge (140).

Duties include coordination with consultants and various VTrans sections; tracking project schedules, milestones, and estimates; attending site meetings, public meetings and meetings with Agency staff; review of plan submittals; and providing general project management oversight of the project and the project development process. Also, during this time, Jim managed several Immediate construction emergency projects in Rockingham, North Bennington and Hartford, VT.

Jim also managed two large, complex legacy new highway projects (VT Route 279, also known as the Bennington Bypass and the Morrisville Alternate Truck Route) for VTrans during his tenure with VTrans. Both projects ultimately led to completion of construction and use by the traveling public after having been on the VTrans books for several decades.

VT 100 Relocation (Morrisville Alternate Truck Route), 2008-2012, Morrisville, Vermont

There was a significant amount of through truck traffic using VT Route 100 through the Morrisville area, the narrow streets in Morrisville made through trucks traversing through the downtown area difficult and potentially dangerous for all the pedestrians and other non-motorized residents and visitors to move about downtown. VT Route 100 relocation was intended to allow through trucks to avoid having to traverse downtown Morrisville. Mr. Harris oversaw the development of plans, environmental permitting, a Necessity hearing, acquisition of property for construction of the new highway. This 1.9 mile, \$25M new semi-controlled access highway project resulted in two construction projects and included a Roundabout at the connection of the new VT Route 100 to VT Route 15.



Bernie Gagnon, PE

MUNICIPAL PROJECT MANAGER

Years with Stantec: 2

REGISTRATIONS

Professional Engineer, State of Vermont

EDUCATION

M.S., Engineering Management, University of Alaska, Anchorage, Alaska, 1993

M.S. Environmental Quality Engineering, University of Alaska, Anchorage, Alaska, 1984

B.S., Civil Engineering, University of Vermont, Burlington, Vermont, 1979

MEMBERSHIPS

Member (Past President of Local Chapter), American Society of Civil Engineers

Bernie is an experienced engineer with over 30 years of engineering experience in project design, preparation and review of contract documents, bid solicitation, contract administration experience in the areas of contaminated site cleanup, road design, water supply, wastewater treatment, stormwater, and site design for residential and commercial developments. His expertise in contracting and in the solicitation, evaluation, and selection of design and construction contractors. He has experience in construction phase services including resident engineering, shop drawing review, response to requests for information, and on site construction inspection and documentation on Federal, State, and Local projects.

SELECT PROJECT EXPERIENCE

South Catherine Street Reconstruction, Plattsburgh, New York

On-site resident engineer for \$4.3 million road reconstruction project in Plattsburgh, NY. Project involved the complete reconstruction of approximately one mile of two lane highway including abandonment of existing water main and construction of new water main; abandonment of existing sewer main and construction of new sewer main; construction of new stormwater treatment infrastructure; new concrete curb and sidewalk; paving; and site landscaping. Responsible for review and approval of all shop drawing submittals; change orders; and approval of all contractor payment requests. Supervised three construction inspectors and approved daily reports and all project quantities. All work was reported and recorded with the APPIA project management program for infrastructure construction projects.

Director of Public Works*, Shelburne, Vermont

Bernie was responsible for overseeing the operations of the highway, water, and wastewater departments. In addition, I was directly responsible for all stormwater related infrastructure and permits. I provided contract administration for the design and construction of town projects and review all contract documents and submittals. I provided construction phase services to assure compliance with contract plans and specifications. I prepared grant applications for State and Federal funding assistance and procured over \$1,000,000 in grant funding during my tenure with the Town. Projects include design and construction review and administration of these projects: an underground stormwater treatment system; replacement of an existing brick arch culvert with a concrete box culvert; a sewer Forced Main system; a sand/salt storage building; a replacement sewer pumping station; replacement of several sections of water main; and several sidewalk/bike path projects. Many of these projects were funded by State sources (VTRANS, ANR) and I managed all aspects of the projects in accordance with State requirements.

Burlington International Airport – House Removals on Airport Acquired Land, South Burlington, Vermont

Resident Engineer responsible for review and approval of all shop drawing submittals; change orders; and approval of all contractor payment requests for the removal by demolition of 94 houses that included recycling and salvage of building materials, backfill, site restoration, and final seeding. All work was reported and recorded with the APPIA project management program for infrastructure construction projects.

* denotes projects completed with other firms



Mike Chenette, PE

MUNICIPAL PROJECT MANAGER

Years with Stantec: 17

REGISTRATIONS

Professional Engineer #3869,
State of Vermont

EDUCATION

B.S., Civil Engineering,
University of Vermont,
Burlington, Vermont, 1975

AWARDS

2008 ACEC Merit Award,
Smugglers' Notch Scenic
Highway Corridor
Improvements

Mike has over 35 years of civil engineering experience including the structural design of buildings and bridges, site development, roads, and water/wastewater systems. He has been responsible for the design, preparation of plans and specifications, investigations, and management of a variety of projects. Mike is an accomplished project manager and engineer for bridge projects. These projects have included bridge repairs, rehabilitations, replacements and new construction. With his extensive experience he brings innovative and cost-effective solutions to maximize the benefits of bridge improvements.

SELECT PROJECT EXPERIENCE

Manchester VT 30/VT 11/VT 7A Roundabout, Manchester, Vermont

Project manager for a highway/bridge project located in Manchester Center, Vermont. The project involves construction of two roundabouts, roadway reconstruction, widening of an existing stone arch bridge, and sidewalk/curb reconstruction. The project also includes replacement of storm drains, water lines, and sewer lines. Services included design, permitting, utility coordination, ROW, and assistance during bidding/construction.

VTrans Project Management Services, Montpelier, VT

Providing project management services for the VTrans Structures and Rail Sections in Montpelier, Vermont for several consultant designed bridge replacement projects. Duties include coordination with consultants and various VTrans sections; tracking project schedules, milestones, and estimates; attending site meetings, public meetings and meetings with Agency staff; review of plan submittals; providing general project management oversight of the project and the project development process.

St. Johnsbury BRO 1447(30), St. Johnsbury, Vermont

Project manager for the design of the replacement of Bridge No. 46 on Town Highway 371, over the Sleepers River. The scope of services for the project included bridge type evaluation, geotechnical evaluation and developing contract plans for bidding. The replacement bridge is a 111 foot long steel beam structure with a cast-in-place concrete deck. The bridge will be supported on integral abutments with steel H-piles. The project includes a temporary bridge to be constructed downstream of the existing bridge to maintain vehicular and pedestrian traffic.

VTrans – Corinth BHO 1447(29), Corinth, Vermont

Project manager for the design of the replacement of Bridge No. 36 on Town Highway 16, over the Tabor Branch of the Waits River. The scope of services for the project included survey, resource identification, bridge type evaluation, local concerns meeting, geotechnical evaluation and developing contract plans for bidding. The replacement bridge is 65 feet long with a precast concrete NEXT beam superstructure and concrete substructure. The bridge is located in a historic village setting and this was an important consideration in the design of the new bridge. Design elements for the new bridge included a tubular steel and concrete combination bridge rail and stone pattern facing on the wingwalls, using concrete form liners.

Replacement of Bridge No. 7 on Gallison Hill Road, Montpelier, Vermont

Project manager for this fast track bridge replacement project for the City of Montpelier. Stantec provided comprehensive engineering services to permit and design a replacement structure on this critical roadway that provides access to the local high school. It was essential that the bridge be placed back in service before the end of the year. The recommended and accepted alternative was a 3-sided precast concrete box with a clear span of 18 feet. Precast concrete footings were also incorporated into the design to allow for accelerated construction. Stantec started work in mid-June and the bridge was open to traffic in mid-December.

Alec Tuscany, PE

MUNICIPAL PROJECT MANAGER

Years with Stantec: 1

REGISTRATIONS

Professional Engineer, State of Vermont

EDUCATION

B.S., Civil Engineering,
University of Vermont,
Burlington, Vermont

MEMBERSHIPS

Member, Green Mountain
Water Pollution Control
Association

Alec is an experienced engineer with over 40 years of engineering experience in project design, preparation, and review of contract documents, bid solicitation, contract administration experience in the areas of road design, water supply, wastewater treatment, stormwater, and site design for commercial and industrial developments. He has expertise in contracting and in the solicitation, evaluation, and selection of design and construction contractors. He has experience in construction phase services and documentation on Federal, State, and Local projects.

SELECT PROJECT EXPERIENCE

Director of Public Works*, Waterbury, Vermont

Alec was responsible for overseeing the operations of the Town highway and Village water, and wastewater departments. In addition, he was assigned the MPM for the Waterbury Roundabout Project, Farr Road Bridge Project and Stowe Street Sidewalk Project and was directly responsible for all aspects of the project. He provided contract administration for the design and construction of these projects and reviewed and approved all contract documents and submittals. Alec also prepared grant applications for State and Federal funding assistance and procured over \$13,000,000 in grant funding during his tenure with the Town and Village. Projects include design and construction review and administration of these projects: sewer Forced Main systems; replacement of sewer pumping station; replacement of several sections of water main; and several sidewalk/bike path projects. Many of these projects were funded by State sources (VTRANS, ANR) and he managed all aspects of the projects in accordance with State requirements.

Town Manager*, Waterbury, Vermont

In this role, Alec developed and oversaw the town's budget along with supervising the staff of administrative, highway, water, and sewer departments.

Vice President for Dufresne-Henry*, South Burlington, Vermont

Alec oversaw dozens of project designs and construction for sewer and water and many replacements to municipal sewer plant upgrades in Essex, Newport, South Burlington, and Burlington; rehab of several rest area on-site systems for NYSDOT as well as industrial wastewater systems for the former IBM facility, Cabot Cheese, St Albans Cooperative Creamery, Wyeth Nutritionals and the State of Vermont Grand Isle Fish Hatchery. Alec also provided project management and design for the city of South Burlington for the undergrounding of all utilities on the Dorset St project.

* denotes projects completed with other firms