

STATEMENT OF QUALIFICATIONS

# I-26 AT I-95 INTERCHANGE IMPROVEMENT DESIGN-BUILD, DORCHESTER AND ORANGEBURG COUNTIES

SUBMITTED TO



PROJECT ID P036877 | JANUARY 30, 2023



SUBMITTED BY  
**CCC/BBII JV**



## 3.2 INTRODUCTION

CCC/BBII JV (Crowder Construction Company/CCC and Balfour Beatty Infrastructure, Inc./BBII) and Michael Baker International, Inc. (Michael Baker/MBI) have been building and designing high quality transportation projects since 1909 and 1940 respectively. More recently in 2009, our organizations began partnering together to deliver quality projects as a collaborative design and construction team. Our integrated team brings proven experience on recent design-build projects; local resources and execution capabilities; and a depth of knowledge of SCDOT design and construction requirements. We bring a proven partnering approach, validated procedures, and aligned cultures from our 14+ year history of delivering projects together.

### 3.2.1 CONTRACTING ENTITY/PROJECT MANAGEMENT OFFICE

Entity Type	Entity Name	Address	
Joint Venture	CCC/BBII JV	PO Box 30007, Charlotte, NC 28230	
Contact Name	Phone	Email	Office Location
George F. Ellis	704-995-4757	gellis@crowderusa.com	Charlotte, NC

### 3.2.2 PROCUREMENT POINTS OF CONTACT

Name	Address	Phone	Email
Chris Boyd	PO Box 30007, Charlotte, NC 28230	704-942-6580	cboyd@crowderusa.com
Reneé Tison, PE	700 Huger Street, Columbia, SC 29201	803-231-3948	rtison@mbakerintl.com

### 3.2.3 LEAD CONTRACTOR/LEAD DESIGNER

Lead Contractor	Lead Designer
CCC/BBII JV (Crowder Construction Company and Balfour Beatty Infrastructure, Inc.)	Michael Baker International, Inc.

### 3.2.4 UNIQUE ENTITY ID NUMBER FOR LEAD CONTRACTOR/LEAD DESIGNER

Firm	Unique Entity ID Number
Crowder Construction Company	K7HXCACGATE5
Balfour Beatty Infrastructure, Inc.	PTGXMFECHVL6
Michael Baker International, Inc.	FJQMSBGAVSR1

### 3.2.5 COMMITMENT OF KEY INDIVIDUALS

All key individuals identified are fully committed to the project, per requirements of the RFQ, meeting South Carolina Department of Transportation's (SCDOT) quality and schedule expectations, and will remain available for the duration of the project.



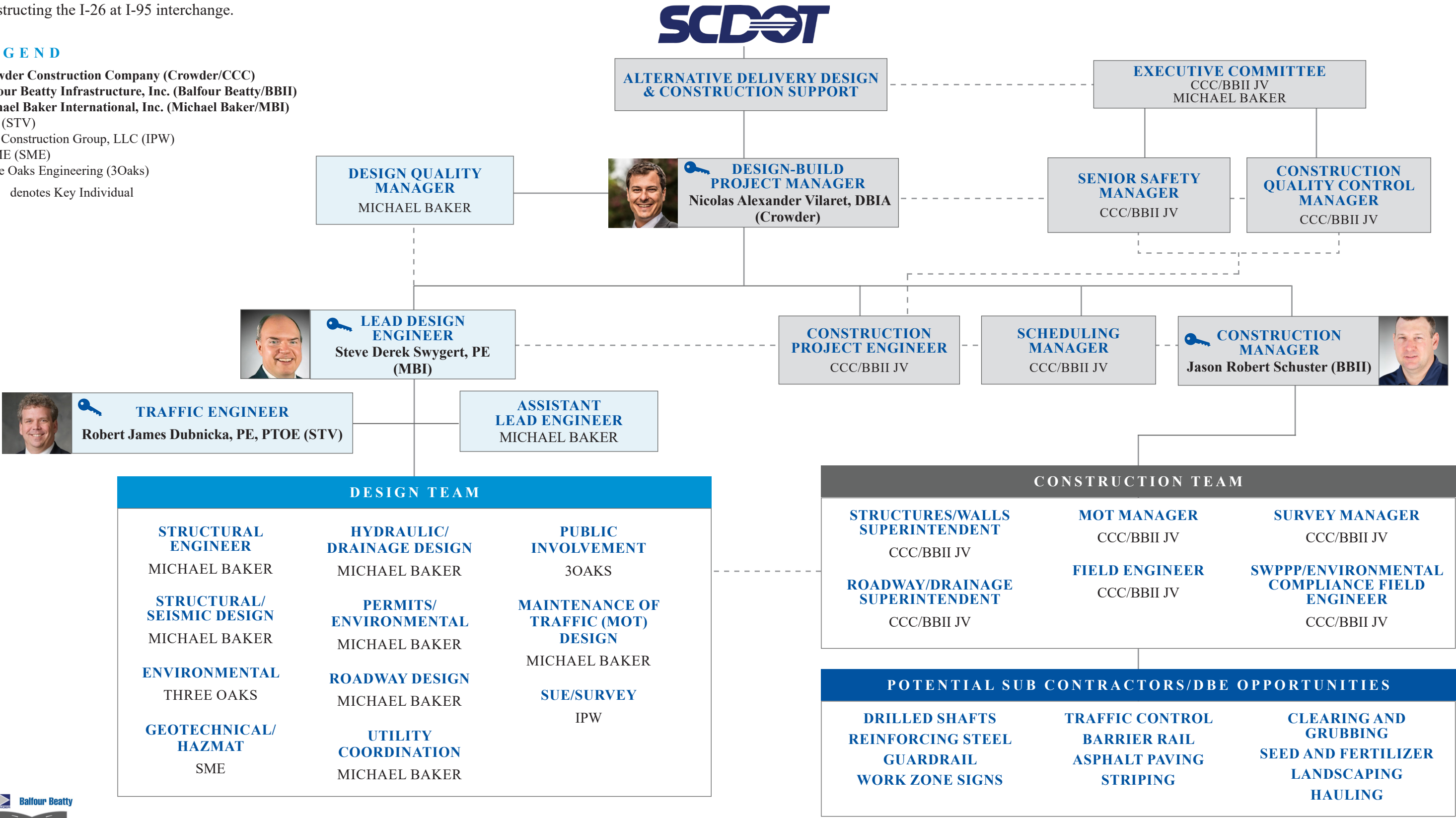
### 3.3 TEAM STRUCTURE AND PROJECT EXECUTION

#### 3.3.1 ORGANIZATIONAL CHART, TEAM STRUCTURE, AND TEAM INTEGRATION

**ORGANIZATIONAL CHART:** The organizational chart presented below shows the flow of our “chain of command” with identifying lines to show responsibility for major functions and reporting relationships in managing, design, and constructing the I-26 at I-95 interchange.

LEGEND

- Crowder Construction Company (Crowder/CCC)
- Balfour Beatty Infrastructure, Inc. (Balfour Beatty/BBII)
- Michael Baker International, Inc. (Michael Baker/MBI)
- STV (STV)
- IPW Construction Group, LLC (IPW)
- S&ME (SME)
- Three Oaks Engineering (3Oaks)
-  denotes Key Individual









**TEAM STRUCTURE/INTEGRATION:** Our structure enables effective teamwork along with clear lines of authority and responsibility, with open channels of communication for all key team members. It further leverages knowledge and experience gained from similar DB projects with SCDOT and throughout the US. **CCC/BBII JV** will serve as the sole contracting entity with SCDOT. **Michael Baker** will serve as Lead Designer under direct contract to CCC/BBII JV. The CCC/BBII JV Team features “alternative delivery design and construction support” leadership supporting the team through the entirety of design and construction. **Design-Build Project Manager Nick Vilaret, DBIA**, can rely on guidance and experience from two specialized operations managers, John Tuschak and Keith Nixon, with several years of experience working together, with SCDOT, and with Nick. **This leadership mirrors the SCDOT organizational structure.**





These key individuals will function as an integrated team by taking advantage of local access to resources; drawing on established, local relationships; instituting new technologies and innovative resources; and incorporating proven best practices and procedures acquired from many years of organizational collaboration.

Together, CCC/BBII JV and Michael Baker have seven offices located in South Carolina, including Columbia (2), Florence, Mount Pleasant, North Charleston, Spartanburg, and Greenville. Crowder Construction also has an office in Charlotte, NC. Steve and lead structural engineer Stephen Ross, PE will be based out of the Columbia office during the pre-construction phase and will be able to quickly join Nick and Jason on-site as needed, as they begin project activities and transition from their current regional assignments.

Key Individual	Role
 <b>DESIGN-BUILD PROJECT MANAGER</b> <b>Nicolas Alexander Vilaret, DBIA</b> <i>Crowder</i>	Nick Vilaret, DBIA, will be the primary contact with decision responsibility. He will attend and lead all project meetings. Nick is supported by a required authorized signature for contract documents by George Ellis, Division Manager/Executive Committee and will be supported by direct reports to accomplish all contract administration and management tasks.
 <b>CONSTRUCTION MANAGER</b> <b>Jason Robert Schuster</b> <i>Balfour Beatty</i>	Singular responsibility for leading all project personnel. A team of direct reports will assist Jason in managing respective functions of the project, including design, construction, safety, and project administration.
 <b>LEAD DESIGN ENGINEER</b> <b>Steven Derek Swygert, PE</b> <i>Michael Baker</i>	Lead the design and coordinate the work of all design functions.
 <b>TRAFFIC ENGINEER</b> <b>Robert James Dubnicka, PE, PTOE</b> <i>STV</i>	Lead traffic engineer providing traffic analysis, impact studies, signal design, signal system analysis, travel demand modeling, and Interchange Modification Reports.





Team Member	Role
Our team has been structured to capitalize on the strengths of each firm, including the subconsultants listed below. These subconsultants will all be under direct contract with Michael Baker.	
	Design
	SUE/Survey
	Geotechnical and Hazmat
	Environmental and Public Involvement

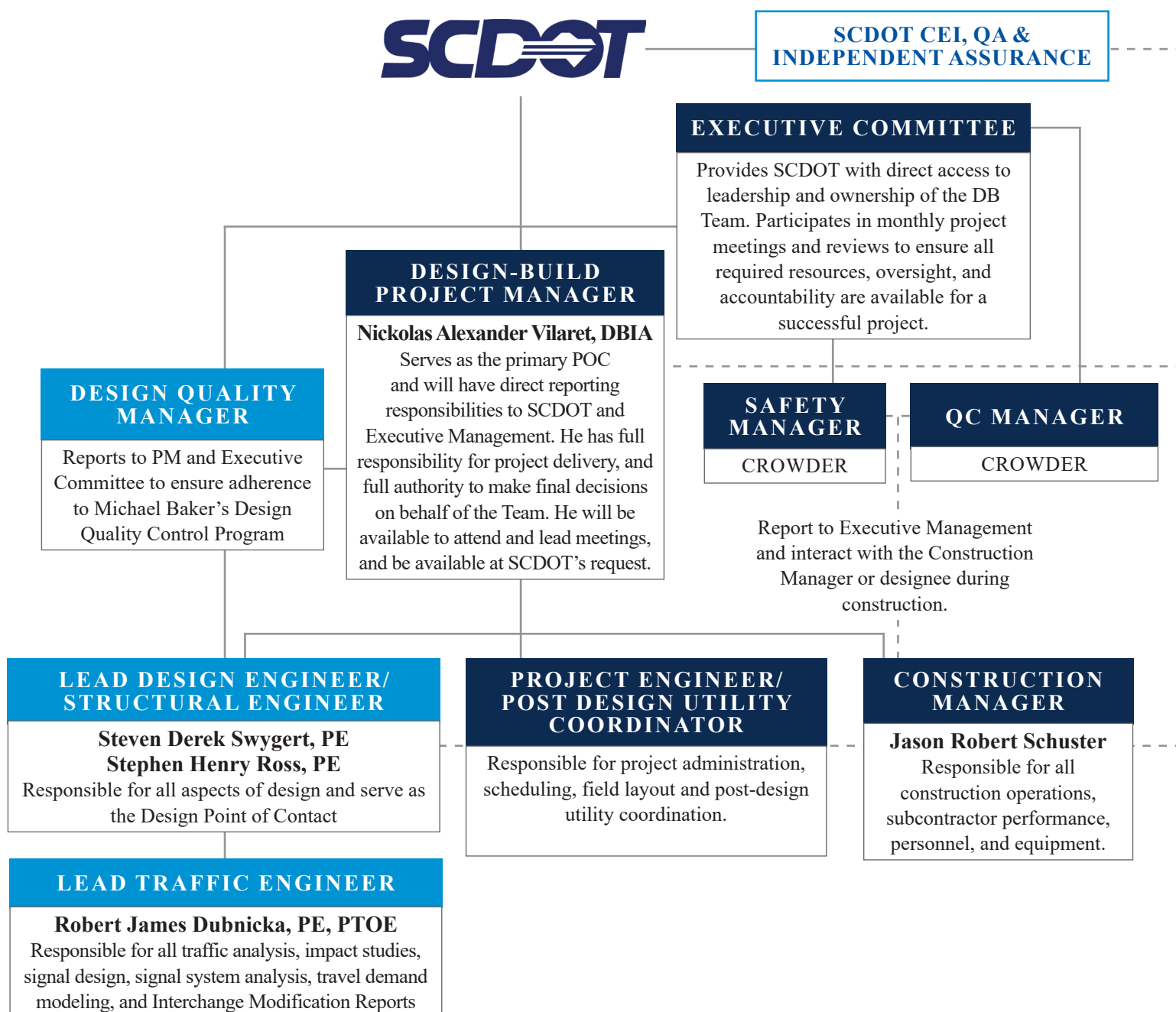
## PREVIOUS TEAMING SUCCESS

Project Name, Location, Years	Team Role(s)	Reference (included in <a href="#">Appendix H</a> )
SC File 10.037901AR1, US 78 & SC 7, Charleston County, SC (2013-2016)	Crowder: Prime Contractor MBI: Design services STV: Railroad coordination for CSX	M. Kevin Turner (843) 740-1665 turnermk@scdot.org
Jacksonville Regional Transportation Center, Jacksonville, FL (2016-2021)	BBII: CM at risk services MBI: Design services	Victor Gilpin (904) 632-5279 vgilpin@jtafla.com
I-85 Widening Design-Build, Cherokee County, SC (2017-2022)	MBI: Lead design STV: Road/bridge/drainage/railroad bridge design, ITS, pavement marking & signing SME: geotechnical IPW: Field survey & SUE	Bradley Reynolds, PE (803) 737-1440 reynoldsbs@scdot.org
SC File 3283411 Lexington, Rainbow & Leaphart Bridges over I-26, West Columbia, SC (2019)	Crowder: Prime contractor MBI: Structural, H&H, roadway, MOT, and EOR	Jeremy Yuhas, PE (803) 360-7235 yuhasjd@scdot.org
I-295 Fayetteville Outer Loop: Camden Road to I-95 (U-2519AA+BB) Design Build (2020-2022)	BBII: Infrastructure STV: Design	Michael Parker, PLS (910) 927-9680 jmparker@ncdot.org
Green Street, Lexington County, SC (2020-2022)	Crowder: Prime contractor STV: Railroad Coordination for CSX	Rasheed Muwwakkil (803) 977-0547 muwwakkil.rasheed@richlandcountysc.gov
I-26 over Lake Bowen, Spartanburg County, SC (2023)	Crowder: Prime Contractor MBI: Design services	Nicholas Waites (803) 917-3296 waitesnt@scdot.org



**TEAM INTEGRATION:** The following illustrations functional relationships and how our proposed organization will seamlessly function as an integrated team through:

- Task force meetings with major subconsultants, SCDOT, and stakeholders
- Weekly and monthly project meetings
- Constructability and design reviews
- Pre-design meeting with SCDOT
- Document control specialists to manage all design and construction submittals



### 3.3.2 PROJECT RESOURCES, STRATEGIES, AND EXECUTION

#### CAPACITY/AVAILABLE RESOURCES/STRATEGY FOR IMPLEMENTATION OF RESOURCES:

The CCC/BBII JV Team has the necessary resources required to successfully deliver this project with more than 300 design and construction professionals located in the Carolinas. A summary of the available resources and work allocation is shown below:

	CCC/BBII JV	MICHAEL BAKER
<b>AVAILABLE RESOURCES</b>	<ul style="list-style-type: none"> <li>2,372 employees nationwide</li> <li>300 local staff based in the Carolinas</li> <li>800 heavy construction equipment</li> <li>1,000+ support equipment</li> </ul>	<ul style="list-style-type: none"> <li>250 personnel in the Carolinas</li> <li>3,000+ staff across 95 offices</li> <li>Columbia, Charleston, and Greenville offices</li> </ul>
<b>SELF-PERFORM</b>	<ul style="list-style-type: none"> <li>Earthwork</li> <li>Drainage</li> <li>Pavement Substructure</li> <li>Fine Grading</li> <li>MOT</li> <li>Demolition</li> </ul>	<ul style="list-style-type: none"> <li>Concrete Bridge Structures</li> <li>Bridge &amp; Wall Foundations</li> <li>Retaining Walls</li> <li>Deck Refurbishment</li> </ul>
<b>POTENTIALLY SUBCONTRACTED TASKS</b>	<ul style="list-style-type: none"> <li>Drilled Shafts</li> <li>Rebar Installation</li> <li>Asphalt Paving</li> <li>Seeding</li> </ul>	<ul style="list-style-type: none"> <li>Hauling</li> <li>Clearing</li> <li>Striping</li> <li>Signs</li> </ul>

Our key individuals are scheduled to complete major ongoing projects as shown.

Ongoing Projects for Key Staff				
Key Staff	Project	Value	Location	Status
Nick Vilaret, DBIA - CCC	NCDOT Wake County I-40 Wade Avenue to US1 Repairs	\$16M	Raleigh, NC	Est. completion 11/2023
Jason Schuster - BBII	Fayetteville Outer Loop	\$130M	Fayetteville, NC	Est. completion in early 2023
Steve Swygert, PE - MBI	I-85 Widening DB MM 98-106	\$181.7M*	Cherokee County, SC	Est. construction complete 3/2023
Rob Dubnicka, PE - STV	I-20/I-26/I-126 Corridor Improvements (Carolina Crossroads)	\$1.5B	Richland/Lexington Counties, SC	Est. completion in 2026
	I-77 Exit 82 Interchange Reconfiguration	\$70M	York County, SC	Est. completion in 6/2024

\* Original contract value





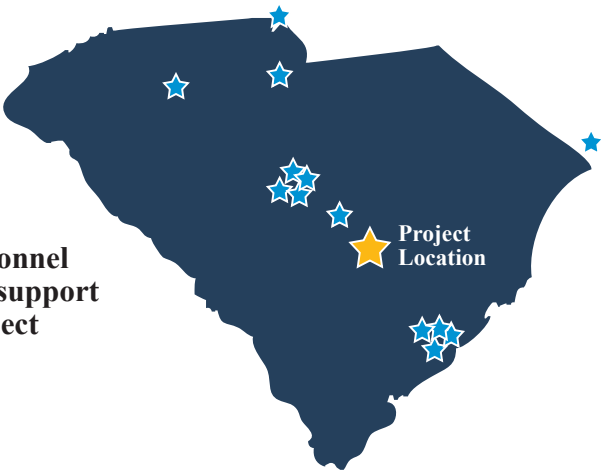
**STRATEGY FOR IMPLEMENTATION OF RESOURCES:** The CCC/BBII JV Team will focus their project approach on limiting project risks and providing value to SCDOT through innovation. One unique risk reduction approach the CCC/BBII JV Team brings to the execution of this project is self-performing all critical aspects of the project including MOT, grading, bridge construction, and retaining wall construction. Critical to MOT, it is anticipated that a significant amount of wall construction will be required to minimize traffic disruption and both CCC and BBII plan to self-perform this construction activity, increasing project control and limiting subconsultant performance risk. Similarly the MBI/STV design team brings two full-service firms to bear capable of self-performing all design activities as needed.

**FIRM'S GEOGRAPHICAL LOCATIONS:** As depicted in the graphic, our team's Columbia office is located within 40 miles of the project site—less than an hour drive. Our physical proximity to the project site will allow us to fully integrate our teams to enhance communication, resolve issues, and execute the project.

Each of our Key Personnel live within a short commute to the project site and are readily available to support this project through regularly scheduled in-person and remote meetings and on-site field visits. Integration of our team will be further enhanced by co-locating design and construction personnel in our Columbia office to allow for immediate resolution to potential issues as they are identified.

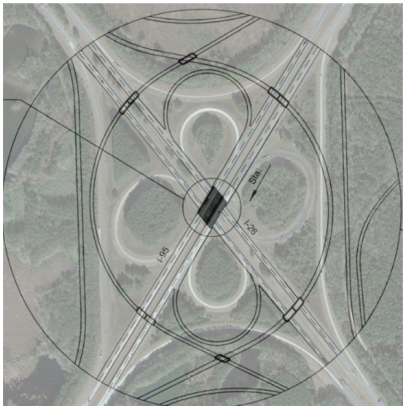
CCC/BBII JV	Michael Baker
<ul style="list-style-type: none"><li>Orangeburg</li><li>Spartanburg</li><li>Charlotte, NC</li><li>Wilmington, NC</li></ul>	<ul style="list-style-type: none"><li>Greenville</li><li>Columbia</li><li>North Charleston</li></ul>
STV	SME
<ul style="list-style-type: none"><li>North Charleston</li><li>Columbia</li><li>Rock Hill</li></ul>	<ul style="list-style-type: none"><li>Mount Pleasant</li><li>Columbia</li></ul>
IPW	3Oaks
<ul style="list-style-type: none"><li>North Charleston</li></ul>	<ul style="list-style-type: none"><li>Columbia</li></ul>

300+ Personnel  
available to support  
the project



**CRITICAL RISKS:** As identified in the project execution strategy, the project team is focusing the work plan to limit project critical risks including the following mitigation strategies.

**Critical Risk #1 – Maintenance of Traffic** | There is limited information available regarding the proposed interchange layout, but the CCC/BBII JV Team recognizes that MOT within the system to system interchange is the most critical risk to project



success. From an overlay evaluation of the proposed interchange schematic, the directional ramp proximity to the existing loops and the conflicts with the existing surface movements will be key pieces of execution. From past turbine project delivery experience, it is anticipated that work will need to progress from the outside inward. Focusing on pushing surface movements out first, then directional ramp movements and following with the I-95 over I-26 bridge replacement and loop construction. The entire team will review the details of the proposed concept when available to identify any additional innovation that may be suitable and maintain a focus throughout every phase of design on MOT operations and minimizing disruption to the traveling public.

**Critical Risk #2 – Skilled Labor Availability** | There is currently a shortage of skilled labor in the South Carolina market. This is exacerbated by the many highway projects currently and soon to be under construction. To mitigate this risk, our Team will implement the following strategies:

► **Utilize Skilled Labor from other Projects:** Skilled labor from CCC and BBII will be available to assign to I-26 at I-95 Interchange Improvements when it breaks ground, likely in late 2024.

Current Resource Commitments and Availability						
Project, Location / Value		Employees	2023	2024	2025	2026
I-26 at I-95 Interchange Improvements, Dorchester and Orangeburg Counties, SC / \$200M		Peak 50	Procure	Design	Construction	
Ongoing Projects and Planned Onboarding of Resources to I-26 at I-95 Interchange Improvements Project						
Crowder	Gwinnett County Greenway, Gwinnett County, GA / \$16M	12	Const.	Const.	No other project commitments	
	Hendersonville Intake and Pump Station, Hendersonville, NC / \$19M	25	Const.	Const.		
	Charlotte Douglas Intl. Airport - Old Dowd Road, Charlotte, NC / \$40M	35	Const.	Const.		
	US 301 over Four Hole Swamp, Orangeburg, SC / \$20M	15	Design	Const.		
Balfour Beatty			Const.		No other project commitments	
	Havelock Bypass, Havelock, NV / \$167M	70	Const.	Complete		
	Harkers Island Bridge, Harkers Island, NC / \$60M	30	Const.	Const.		
	Military Cutoff, Wilmington, NC / \$96M	60	Const.	Complete		
	Effingham Parkway, Savannah, GA / \$51M	35	Const.	Const.		
	Fayetteville Outer loop, Fayetteville, NC / \$235M	80	Const.	Const.		

► **Recruitment & Training:** The CCC/BBII JV Team will assign a job-specific recruiter/trainer who will coordinate with SCDOT, Carolinas AGC, local community colleges, and trade schools to identify, on-board, and train skilled trades and crafts people required for this project.



► **Use of Subcontractors:** The CCC/BBII JV Team has extensive experience with the Carolinas subcontractor and supplier communities and we would reach out and secure services from experienced and reputable companies, with a focus on DBE businesses. For high skill scope requirements, where we do not self-perform, we plan to work with preferred partners who are projecting availability such as Lee & Sims for Drilled Shafts.

## 3.4 EXPERIENCE OF KEY INDIVIDUALS

**3.4.1 LICENSURE:** All team members and firms hold the SCDOT-required licensure to perform the work. All design reports, plans, and design calculations will be signed and sealed by an unrestricted South Carolina Professional Engineer.

**3.4.2 KEY INDIVIDUAL ROLES:** Identified key personnel have singular responsibility for assignment to key roles. Key personnel will have the availability required for their roles for the duration of the contract.

**3.4.3 KEY INDIVIDUAL RESUMES:** Key Individual Resumes can be found in [Appendix A](#). Additionally, our Key Individual Reference Form is included in [Appendix H](#).

**3.4.4 PROJECT MANAGEMENT TEAM:** Design-Build Project Manager, Nick Vilaret, DBIA, has the design-build experience on large projects and expertise in all phases of roadway and bridge construction required to successfully deliver the project as demonstrated in [Appendix A](#).

**3.4.5 DESIGN ENGINEERING TEAM:** The design engineering team has the experience and expertise in all phases of roadway and bridge structure design required to successfully deliver the project as demonstrated in [Appendix A](#).

### VALUE ADDED STAFF

Stephen Henry Ross, PE (MBI)  
Structural Engineer



- 20 years designing bridges for SCDOT focusing on Interstate bridges and complex MOT staging
- SCDOT Design-Build familiarity having served as Structural Design lead for 2 prior SCDOT Interstate DB projects

Helen Reneé Tison, PE (MBI)  
Design-Build Pursuit Manager



- 22 years experience with design and management of large scale, multi-disciplined projects for SCDOT with a focus on interstate and complex MOT staging
- SCDOT Design-Build familiarity having served as the Deputy PM on the recent, successful \$180M I-85 DB Phase 3 and Lead Design Engineer on the completion of the I-26 DB job in Calhoun & Lexington Counties

Christopher Eric Carlsten, PE  
(STV)  
Road Design



- 20 years designing similar scope, magnitude, and complex projects
- Complete understanding of SCDOT's design review process, policies, and procedures

**3.4.6 CONSTRUCTION MANAGEMENT TEAM:** Construction Manager, Jason Schuster, has the experience and expertise in all phases of roadway and bridge construction required as demonstrated in [Appendix A](#).

## 3.5 PAST PERFORMANCE OF THE TEAM

**3.5.1 EXPERIENCE OF PROPOSER'S TEAM:** Work History Forms for our team are included in [Appendix B](#). Additionally, our Contractor/Designer Reference Form is included in [Appendix H](#).





**3.5.2 QUALITY OF PAST PERFORMANCE:** Responses to the questions in Section 3.5.2 are shown in [Appendix C](#). Within the last five years, no individual or firm has been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity, nor are any such actions pending.

### SAFETY PROGRAM

CCC/BBII JV will develop a project-specific Environmental, Health, & Safety (EH&S) Plan founded upon the principles of Balfour Beatty's **Zero Harm program**. Safety is a deeply personal issue—one that reaches beyond our job sites to impact families and individuals in ways both great and small. We want to ensure that everyone is safe 100% of the time, on 100% of our projects, and we will do everything in our power to achieve this. At CCC/BBII JV, Zero Harm will be a way of life.

The EH&S Plan will serve as a tool to identify and assess the specific risks and hazards associated with each work operation and will provide guidelines for safe execution of the work and the protection of the traveling public.

### EXPERIENCE MODIFICATION RATE (EMR)

CCC/BBII JV maintains an experience modification rate (EMR) consistently below the national average as shown at right.

## ZERO HARM

MAKE SAFETY PERSONAL

Zero fatalities

Zero debilitating injuries or illnesses

Zero harm to the public

Zero harm to the environment

## 3.6 LEGAL AND FINANCIAL

**3.6.1 FINANCIAL CAPACITY:** CCC/BBII JV's notarized affidavit is included in [Appendix D](#).

**3.6.2 BONDING CAPACITY:** CCC/BBII JV's surety letter is included in [Appendix D](#).

EMR National Average = 1.0		
Year	Crowder EMR	Balfour Beatty EMR
2022	0.85	0.56
2021	0.77	0.56
2020	0.95	0.53
2019	0.87	0.54
2018	0.85	0.66

## 3.7 ORGANIZATIONAL CONFLICTS OF INTEREST

Signed Conflict of Interest forms are included in [Appendix E](#).

## 3.8 SCDOT PREQUALIFICATION CERTIFICATION

CCC/BBII JV's SCDOT Prequalification Certificate is included in [Appendix D](#).

## ADDITIONAL APPENDICES

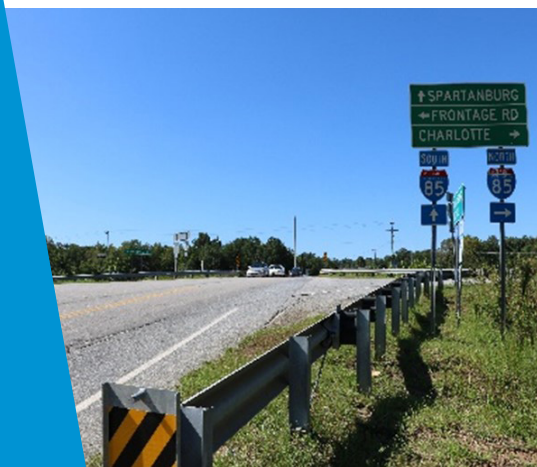
[Appendix F](#) - Confidential or Proprietary Information Summary List

[Appendix G](#) - Addendum Receipt Form







# APPENDIX A

## KEY INDIVIDUAL RESUME FORMS





## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>		 
a.	Name & Title: <b>Nicolas Alexander Vilaret, DBIA, Sr. Project Manager</b>	
b.	Role of Key Individual for this Project: Design-Build Project Manager	
c.	Name of Firm with which you are now associated: Crowder Construction Company / CCC/BBII JV	
d. Years of Experience: With this Firm <u>1</u> Year With Other Firms <u>13</u> Years Firm 1: <b>Crowder Construction Company</b> – <ul style="list-style-type: none"> <li>Sr. Project Manager – responsible for all areas of project management including safety, budget, schedule, and contract compliance Dec 2021 to present</li> </ul> Firm 2: <b>Zachry Construction</b> <ul style="list-style-type: none"> <li>Project Manager – responsible for all areas of project management including safety, budget, schedule, and contract compliance, August 2016 – Nov 2021</li> </ul> Firm 3: <b>Granite Construction</b> <ul style="list-style-type: none"> <li>QC Manager/Project Engineer – Responsible for scheduling and dissemination of required QC testing, Managed Erosion Control and assisted Project Manager as needed. 2013-2016, Field Engineer focused on safety in a high pedestrian and vehicular traffic project. 2010-2013. Estimating department 2009-2010</li> </ul>		
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): University of Florida / Gainesville, FL / Bachelor of Science / 2009 / Building Construction		
f. Active Registrations: Not Applicable		
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
<div style="display: flex; justify-content: space-between;"> <div style="width: 65%;"> <p><b><u>NCDOT I-40 Rehabilitation Wade Ave to US 1, Raleigh</u></b>  <b>Key Personnel Role:</b> Sr. Project Manager  <b>Experience with Current Firm:</b> Firm 1  <b>Project/Assignment Duration:</b> Project May 2022-Nov 2023, Assigned May 2022-current  <b>Owner Contact Information:</b> NCDOT, Liam Shannon, RCE, (919) 835-8200, lwshannon@ncdot.gov  <b>Design/Construction Value:</b> \$16 Million  <b>Project Description:</b> NCDOT Wake Co. I-40 from Wade Ave. to US-1 Bridge and Pavement Rehabilitation. Work includes: Traffic control, grading, milling, paving, grooving, concrete repairs, drainage, ITS, erosion control, signs, bridge painting, bridge repairs, bridge jacking, and bridge deck treatments. Nick is responsible for this and two other projects in various stages of completion and manages all aspects of safety, schedule, budget, materials acquisition, subcontracts, RFI and submittals, and contract compliance.</p> <p><b><u>NCDOT Morrisville Airport Blvd Interchange at I-40</u></b>  <b>Key Personnel Role:</b> Project Manager  <b>Experience with Current Firm:</b> Firm 2  <b>Project/Assignment Duration:</b> Project Jan 2020-Nov 2021, Assigned Jan 2020-Nov 2021  <b>Owner Contact Information:</b> NCDOT Division 5, Liam Shannon, (919) 835-8200 lwshannon@ncdot.gov  <b>Design/Construction Value:</b> \$40 Million  <b>Project Description:</b> The project was centered around the demolition of the existing bridge structure and then building a new diverging diamond interchange for Airport Blvd. over I-40 including two miles of I-40 grading and widening. This project involved extensive planning focused on the safety of our workers and the traveling public due to the heavy traffic volume. Coordination required with RDU Airport, NCDOT, the Town of Cary Utilities, the general public, subcontractors and field personnel to deliver a successful project. Outside utility coordination was also required with Duke Energy, AT&amp;T, SEGRA, Crown Castle, Verizon, and Century Link. Self-performed the bridge structure work, box culvert construction, roadway grading items, drainage installation, sewer and water utility work. Project required extensive blasting of over 100,000 CY of Triassic rock. Role: Nick served as Project Manager and was the main point of contact for the owner and managed the project during bid time, completed the procurement process and into the execution phase with a previous employer.</p> </div> <div style="width: 30%; text-align: center;">     </div> </div>		

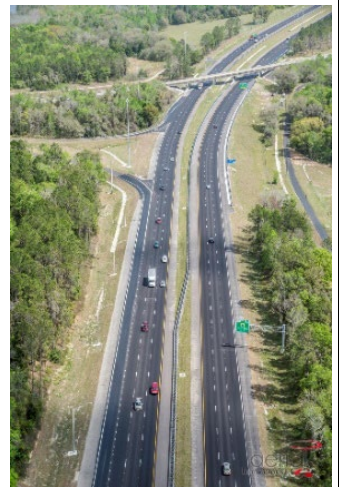


**NCDOT Capital Boulevard, Raleigh,****Key Personnel Role:** Project Manager**Experience with Current Firm:** Firm 2**Project/Assignment Duration:** Project Aug 2016-June 2020, Assigned Aug 2016-June 2020**Owner Contact Information:** NCDOT Division 5, Robert Bullock, (919) 410-8674, [rwbullock1@ncdot.gov](mailto:rwbullock1@ncdot.gov)**Design/Construction Value:** \$40 Million

**Project Description:** The Capital Blvd project had 2 major interchanges at which completely new bridge structures were required including roadway adjustments, utility adjustments, signal work, concrete flatwork and drainage installations. The two structures involved an architecturally aesthetic design package included precast emblems and a metal fascia on the exterior of the bridges that act as a gateway for downtown Raleigh. The one-mile-long roadway removal and replacement needed to be completed over a series of 30 different weekend intermediate contract times ICTs. Self-performed the installation of over 30,000 LF of sewer and water lines without interruption to existing utilities for clients along this corridor. Located in the middle of downtown Raleigh, the project involved coordination with NCDOT, the City of Raleigh, 3rd party utility companies, the traveling public, local business owners and our field personnel. Nick served as the Project Manager and led the overall project from bid time, through the completion of the project and was the principal point of contact for the owner. He received project manager of the year award with previous employer for the execution of this project.

**FDOT I-75 Design Build Reconstruction, Tampa, FL****Key Personnel Role:** Project Engineer**Experience with Current Firm:** Firm 3**Project/Assignment Duration:** Project 2013-2016, Assigned 2013-2016**Owner Contact Information:** FDOT District 7, Jack Richert, (813) 415-6211, [jack.richert@cardno.com](mailto:jack.richert@cardno.com)**Design/Construction Value:** \$51 Million

**Project Description:** The I-75 Reconstruction Project was an eight-mile-long design-build interstate widening and asphalt pavement replacement along heavily congested I-75. There were two interchanges – I-75 @ SR52 and I-75 @ Exit 293. They required re-alignment of the existing roadway to match the new ramp configurations which consisted of grading work, jack & bore installations, drainage work and asphalt paving. There were 17 box culvert extensions and replacements, over 50,000 LF of drainage installation and over one million CY of earthwork. Nick served as QC Manager and Project Engineer, responsible for the scheduling, procurement, RFI's and submittals, quantity and material tracking, coordination of the design with the Engineer through the 30% to 100% design phase, and the management of the project engineer personnel. He worked on the project from bid time all the way through the on-time project completion with a previous employer.

**FDOT - Lee Roy Selmon Expressway Design Build Widening and Re-Decking, Tampa, FL****Key Personnel Role:** Project Engineer**Experience with Current Firm:** Firm 3**Project/Assignment Duration:** Project 2010-2013, Assigned 2010-2013**Owner Contact Information:** FDOT, Rico Lepore, (813) 363-7183, [leporer@pbworld.com](mailto:leporer@pbworld.com)**Design/Construction Value:** \$67 Million






**Project Description:** The Selmon Expressway Project was a \$67M Design-Build FDOT District 7 Project. Two-mile long bridge replacement and widening project in downtown Tampa. Field Engineer is responsible for the subcontractor scheduling, material procurement, RFI's and submittals, quantity and material tracking, coordination of the design with the Engineer through the 30% to 100% design phase. Supervised the installation of over 240 drilled shafts, columns, caps and deck pours through the middle of downtown Tampa. Careful planning and attention to detail required to demolish the existing bridge deck and pour back the new wider bridge deck without damaging the existing beams or substructure. Coordinated with local businesses in order to minimize any impacts during construction. Worked on the project from bid time all the way through the project completion. Completed on-time. Received 'innovation of the year' award for Granite Construction. The main focus on the project was safety since this work was completed in an urban area with lots of pedestrian and vehicle traffic. Received the Innovation of the Year Award for Granite Construction for the use of QR Codes during the structure work on this project.



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

Nick Vilaret is currently working on the NCDOT I-40 project. He will be wrapping up I-40 the 3<sup>rd</sup> quarter 2023 and will be available to devote 100% of his time on this project upon a ward.

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>		
a. Name & Title:	<b>Jason Robert Schuster</b> Project Manager	
b. Role of Key Individual for this Project:	<b>Design-Build Coordinator</b>	
c. Name of Firm with which you are now associated:	Balfour Beatty Infrastructure, Inc.	
d. Years of Experience: With this Firm <u>20</u> Years      With Other Firms <u>4</u> Years		
Firm 1: <b>Balfour Beatty Infrastructure, Inc.:</b> <ul style="list-style-type: none"> <li>Project/Construction Manager – Responsible for several large complex highway and structures projects, 2003 – present</li> </ul>		
Firm 2: <b>Peter Kiewit Sons:</b> <ul style="list-style-type: none"> <li>Field Engineer – Responsible for field engineering duties on The Big I, a \$220 million interchange rebuild project; Surveyor – Responsible for survey duties on E-470, a \$450 million multiple bridge and roadway project in Colorado</li> </ul>		
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): Iowa State University / Ames, IA / Bachelor of Science / 1999 / Construction Engineering		
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2019 / OSHA 30-hour, NCDOT Level 2 Erosion Control Certification 2007 / Crane and Rigging Training 2005 / National Safety Council Traffic Control Supervisor, AGC		
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
<p><b><u>I-295 Fayetteville Outer Loop Design-Build (U-2519AA&amp;AB), Fayetteville, NC</u></b></p> <p><b>Key Personnel Role:</b> Design-Build Coordinator/Construction Manager</p> <p><b>Experience with Current Firm:</b> Balfour Beatty Infrastructure</p> <p><b>Project/Assignment Duration:</b> Project 2017 – ongoing, Assigned 2018 – 2022</p> <p><b>Owner Contact Information:</b> NCDOT, Michael Parker, PLS, (910) 827-9680, <a href="mailto:jmparker@ncdot.gov">jmparker@ncdot.gov</a></p> <p><b>Design/Construction Value:</b> \$235 million (design and construction)</p> <p><b>Project Description:</b> The Fayetteville Outer Loop consists of a 39-mile freeway being built in phases in Cumberland and Robeson counties. The goal of the project is to improve mobility and interstate access to Fort Bragg and Fayetteville. Jason worked under Keith Nixon as design-build coordinator and later as construction manager. As Design-Build coordinator, Jason was responsible for integrating STV's design team with the Balfour Beatty-led construction team. He performed constructability reviews, oversaw design deliverables, and led technical workgroups. As Construction Manager, Jason developed work plans and supervised several initiatives in the field, including efforts to minimize ROW acquisition by re-sequencing construction around plots tied up in legacy legal issues, using offsite detours to set girders across I-95 – shortening the schedule and improving safety, and orchestrating a plan to use a conveyor to move 130,000 truckloads of borrow, which reduced impacts to the traveling public and damage to local roads.</p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div>		
<p><b><u>Military Cutoff Road Extension (U-4751), New Hanover County, NC</u></b></p> <p><b>Key Personnel Role:</b> Project Manager</p> <p><b>Experience with Current Firm:</b> Balfour Beatty Infrastructure</p> <p><b>Project/Assignment Duration:</b> Project 2017 – 2022, Assigned 2017 – 2019</p> <p><b>Owner Contact Information:</b> NCDOT, Alex Stewart PE, (910) 398-9130, <a href="mailto:dstewart2@ncdot.gov">dstewart2@ncdot.gov</a></p> <p><b>Design/Construction Value:</b> \$95 Million</p> <p><b>Project Description:</b> Balfour Beatty's work extended Military Cutoff Road in Wilmington from Market Street to US 17 Wilmington Bypass in New Hanover County. The team constructed a bypass around the town of Hampstead in Pender County. The four-mile-long project included grading, 2 million yards of borrow, paving, drainage improvements, sound walls, four bridges, and culverts north of Market Street. As project manager, Jason was responsible for managing construction, scheduling, and the budget. To minimize impacts to residents and</p> <div style="text-align: right;">  </div>		



businesses along the busy, urban street during the night.

**I-140 Wilmington Bypass (R-2633B), Wilmington, NC**

**Key Personnel Role:** Project Manager

**Experience with Current Firm:** Balfour Beatty Infrastructure, Inc.

**Project/Assignment Duration:** Project 2013-2017, Assigned 2013-2017

**Owner Contact Information:** NCDOT, Kevin G. Bowen, PE, (910) 341-2047, [kgbowen@ncdot.gov](mailto:kgbowen@ncdot.gov)

**Design/Construction Value:** \$122 million (construction)

**Project Description:** The Wilmington Bypass project extended the I-140 loop around Wilmington from US 421 to Cedar Hill Road, completing the bypass to create a route around the city instead of moving traffic through downtown. The Balfour Beatty team worked in multiple shifts to overcome strict in-water work windows and



schedule constraints to deliver the bridge and roadway project on time. The project was three miles long, with 1.5 miles of new bridges and 1.5 miles of roadway. The Wilmington Bypass was recognized as the “Project of the Year” by the Pile Driving Contractors Association of America in 2016, and as “Best Project” in the Highway/Bridge category by ENR Southeast in 2018. As project manager, Jason was responsible for managing construction, schedule, and cost. He served as NCDOT’s primary point of contact and was responsible for managing contract administration, schedule, and budget. Jason helped coordination efforts with CSX Transportation to build eight bridges over railroad tracks and maintained railroad access for Duke Energy’s Sutton Power Plant. Though the coal-fired plant was decommissioned, Duke Energy’s large-scale effort to clean up coal fly ash restricted construction access to the site along its tracks. Balfour Beatty re-allocated project resources to accelerate bridge construction over the tracks to maintain continuous coal train access. The utility coordination effort mitigated over 1 year of potential schedule impacts.

**SC 917 Pee Dee Bridge Replacements, Mullins, SC**

**Key Personnel Role:** Project Manager

**Experience with Current Firm:** Balfour Beatty Infrastructure

**Project/Assignment Duration:** Project 2010-2013, Assigned 2010-2013

**Owner Contact Information:** SCDOT, Kyle Berry, PE, [berrywk@scdot.org](mailto:berrywk@scdot.org)

**Design/Construction Value:** \$14 million (construction)

**Project Description:** This project replaced two bridges on SC 917 and realigned the roadway to accommodate two new 9-span bridges. The project used phased construction to allow unimpeded traffic for the public for the duration of the work. The bridges cross sensitive wetland areas and the Little Pee Dee River. Work was scheduled around in-water work moratoriums. As project manager, Jason was responsible for managing construction, project schedule, and cost. The project finished on schedule.



**Trent River Bridge Replacement, New Bern, NC**

**Key Personnel Role:** Project Engineer

**Experience with Current Firm:** Balfour Beatty Infrastructure

**Project/Assignment Duration:** Project 2007-2010, Assigned 2007-2010

**Owner Contact Information:** NCDOT, Johnnie Metcalfe, PE, (252) 514-4579, [johnny.metcalfe@ice-eng.com](mailto:johnny.metcalfe@ice-eng.com),

**Design/Construction Value:** \$39 million (construction)

**Project Description:** This project replaced an aging 50-year-old bridge with a newer, longer-lasting bascule bridge at the confluence of the Neuse and Trent rivers in Craven County. The project scope included high-profile demolition of the older bridge, with the movable portion of the bridge and control house removed intact and floated by barge in whole pieces to be recycled and reused. Construction of the new 0.52-mile bridge structure consisted of drilled pier foundations, cast-in-place concrete substructure, and cast-in-place decks supported by pre-stressed concrete girders. Bridge deck included installation of drains and piping. Balfour Beatty constructed the entire project from a temporary work trestle bridge that the team designed and fabricated. The new bridge was built to accommodate an estimated 16,000 cars daily. As project engineer, Jason was responsible for construction, scheduling and budget of this \$39 million bascule bridge replacement project.







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

- GDOT Effingham Parkway, Project Manager, 12/2022
- GDOT Jimmy Deloach, Project Manager, 10/2022
- NCDOT Fayetteville Outer Loop, Construction Manager, 12/2022



## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>		
a. Name & Title: <b>Steven Derek Swygert, PE</b> Operations Manager		
b. Role of Key Individual for this Project: <b>Lead Design Engineer</b>		
c. Name of Firm with which you are now associated: Michael Baker International, Inc.		
d. Years of Experience: With this Firm <u>23</u> Years      With Other Firms <u>7</u> Years Firm 1: <b>Michael Baker International, Inc.:</b> <ul style="list-style-type: none"> <li>Operations Manager – Responsible for managing the design group, project management (including the I-85 Widening Design-Build Phase 3 in Cherokee County, SC), roadway drainage design, bridge hydraulic studies, and overseeing construction plan preparation. 2000 – Present</li> <li>Senior Project Engineer – Responsible for project management, roadway drainage design, bridge hydraulic studies, and a variety of hydrological and hydraulic modeling. 1999 – 2000</li> </ul> Firm 2: <b>USDA Natural Resources Conservation Service:</b> <ul style="list-style-type: none"> <li>Civil Engineer – Provided design for flood studies and environmental assessments, prepared construction drawings, wrote construction specifications for PL-566 watershed projects. 1992 – 1999</li> </ul>		
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): Clemson University, Clemson, SC / Bachelor of Science / 1991 / Civil Engineering		
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 1997 / SC / Professional Engineer - Civil / 18012      2012 / MS / Professional Engineer - Civil / 20848 2003 / NC / Professional Engineer - Civil / 28639      2001 / VA / Professional Engineer - Civil / 35696 2002 / GA / Professional Engineer - Civil / 27487      2006 / WV / Professional Engineer - Civil / 17003 2008 / LA / Professional Engineer - Civil / 33760      2015 / AL / Professional Engineer - Civil / 34922-Ev 2009 / MO / Professional Engineer - Civil / 2009015455		
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
<div style="display: flex;"> <div style="flex: 1;"> <p><b><u>I-85 Widening Phase 3 Cherokee County – P027116</u></b>  <b>Key Personnel Role:</b> Lead Design Engineer  <b>Experience with Current Firm:</b> Yes – Michael Baker International, Inc.  <b>Project/Assignment Duration:</b> Project 2016-2023, Assigned 2016-2023  <b>Owner Contact Information:</b> SCDOT, Bradley Reynolds, PE, (803) 737-1440, reynoldsbs@scdot.org  <b>Design/Construction Value:</b> \$181.7 million (contract value)  <b>Project Description:</b> This design-build project includes the widening and improvement of a busy segment of I-85 connecting the Spartanburg, SC and Charlotte, NC metropolitan areas. Approximately eight miles of the existing interstate highway will be widened from four lanes to a six-lane facility, adding one lane in each direction. The scope includes the reconstruction of four interchanges, replacing an existing Norfolk Southern railroad bridge, improvements to connecting frontage roads, improved geometrics, and the elimination of 1950's slip ramps. The project enhances the safety along the existing facility, reduces traffic congestion on I-85, and corrects deficient elements along the mainline, ramps, and interchanges. Steve is overseeing roadway, bridge, and drainage design, environmental permitting, right-of-way acquisition, project management, and utility coordination.</p> </div> <div style="flex: 1; text-align: center;">  </div> </div>		
<div style="display: flex;"> <div style="flex: 1;"> <p><b><u>I-26 Widening MM 85 to 101 Design-Build Preparation</u></b>  <b>Key Personnel Role:</b> Project Manager  <b>Experience with Current Firm:</b> Yes – Michael Baker International, Inc.  <b>Project/Assignment Duration:</b> Project 2016-2022, Assigned 2016-2022  <b>Owner Contact Information:</b> SCDOT, Bradley Reynolds, PE, (803) 737-1440, reynoldsbs@scdot.org  <b>Design/Construction Value:</b> \$893,864 (design value)  <b>Project Description:</b> Responsible for project management and hydraulic design. Michael Baker provided preliminary engineering, and design review services as a subconsultant for the widening of I-26 from approximately SC 202 (Exit 85) to approximately U.S.</p> </div> <div style="flex: 1; text-align: center;">  </div> </div>		

176 (Exit 101). Michael Baker's services included pipe and box culvert inspection, development of a website mapping tool for public comments, hydrology and hydraulic design, and support during development of the design-build request for qualifications and request for proposals. Steve managed the firm's role in providing hydraulic and roadway design review services using Bluebeam for preliminary, right-of-way, and final plan submittals from the design-build team.

#### **I-85 Rocky Creek Design-Build Preparation**

**Key Personnel Role:** Task Manager

**Experience with Current Firm:** Yes – Michael Baker International, Inc.

**Project/Assignment Duration:** Project 2015-2019, Assigned 2015

**Owner Contact Information:** SCDOT, Bradley Reynolds, PE, (803) 737-1440, reynoldsbs@scdot.org

**Design/Construction Value:** \$340 million (contract value)

**Project Description:** Managed the Preliminary Hydraulic Design and provided RFQ/RFP support. Michael Baker provided engineering services for the widening of I-85 from MM53 for approximately 1 mile to MM54 near Pelham Road (Exit 54). The project included adding a travel lane in each direction, improving the Pelham Road entrance and exit ramps, and additional hydraulic services included to assess the Rocky Creek crossing under I-85. The Rocky Creek crossing is located approximately 0.5 miles west of Pelham Road. The crossing, which consists of quadruple 10-foot-wide x 8-foot-high box culvert, experienced significant flooding on August 10, 2014. Steve assisted the firm with providing field surveys, pipe inspections, geotechnical borings, traffic studies and modeling, asbestos/lead paint surveys, environmental documentation, wetland jurisdictional determination, preliminary road design, preliminary bridge design, preliminary utility report, subsurface utility engineering, and preliminary hydraulic design.



#### **US 17 (ACE Basin) Improvements Design-Build**

**Key Personnel Role:** Design Manager

**Experience with Current Firm:** Yes – Michael Baker International, Inc.

**Project/Assignment Duration:** Project 2009-2013, Assigned 2009-2010

**Owner Contact Information:** SCDOT, Daniel Burton, PE, (843) 371-0342, burtond@scdot.org

**Design/Construction Value:** \$75 million (contract value)

**Project Description:** Responsible for management of the hydraulic design team and was the Engineer of Record for all drainage and erosion control plans. Steve oversaw the firm's role as the prime engineering consultant for the design-build safety improvement project along approximately 15 miles of U.S. 17 in South Carolina's ACE Basin. The project involved widening U.S. 17 from a two-lane to a four-lane divided highway. It included several bridge replacements, and work in environmentally sensitive areas within the Coastal Region.



#### **Western Wake Freeway Design-Build**

**Key Personnel Role:** Design Manager

**Experience with Current Firm:** Yes – Michael Baker International, Inc.

**Project/Assignment Duration:** Project 2010-2013, Assigned 2010-2013

**Owner Contact Information:** NCDOT, Ron Hancock, (919) 733-2210, rhancock@ncdot.gov

**Design/Construction Value:** \$466 million (construction)

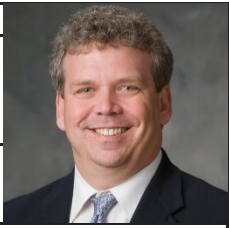


**Project Description:** Managed the hydraulic design team and was the Engineer of Record for all erosion control design for Section C of the project (7.3 miles from US 64 to NC 55). He also managed the drainage design for Section C2 (4.6 miles from Green Level Road to NC 55). Michael Baker led a multi-discipline design team and provided project management for this new freeway design-build project.



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

N/A

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>				
a. Name & Title: <b>Robert James Dubnicka, PE, PTOE</b> Senior Associate/ Engineering Chief				
b. Role of Key Individual for this Project: <b>Lead Traffic Engineer</b>				
c. Name of Firm with which you are now associated: STV Incorporated				
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <b>Years of Experience: With this Firm <u>10</u> Years</b>  <b>Firm 1: STV Incorporated:</b> <ul style="list-style-type: none"> <li>Senior Associate/Engineering Chief Associate (2016-2017)</li> <li>Senior Traffic Engineer (2013-2016). 2017-present</li> </ul> <b>Firm 2: The LPA Group Incorporated/Michael Baker Jr., Inc.</b> <ul style="list-style-type: none"> <li>Assistant Vice President (2011-2013)</li> <li>Principal (2010-2011)</li> <li>Director of Traffic Engineering (2003-2010)</li> <li>Senior Associate (1998-2003)</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <b>With Other Firms <u>26</u> Years</b>  <b>Firm 3: Traff-Pro Consultants, Inc.</b> <ul style="list-style-type: none"> <li>Senior Project Engineer (1993-1998)</li> </ul> <b>Firm 4: C&amp;S Engineers, P.C.</b> <ul style="list-style-type: none"> <li>Project Engineer (1991-1993)</li> </ul> <b>Firm 5: Ohio-Kentucky-Indiana Regional Council of Governments</b> <ul style="list-style-type: none"> <li>Engineer (1989-1991)</li> </ul> <b>Firm 6: Barton-Aschman Associates</b> <ul style="list-style-type: none"> <li>Associate (1987-1989)</li> </ul> </td> </tr> </table>			<b>Years of Experience: With this Firm <u>10</u> Years</b> <b>Firm 1: STV Incorporated:</b> <ul style="list-style-type: none"> <li>Senior Associate/Engineering Chief Associate (2016-2017)</li> <li>Senior Traffic Engineer (2013-2016). 2017-present</li> </ul> <b>Firm 2: The LPA Group Incorporated/Michael Baker Jr., Inc.</b> <ul style="list-style-type: none"> <li>Assistant Vice President (2011-2013)</li> <li>Principal (2010-2011)</li> <li>Director of Traffic Engineering (2003-2010)</li> <li>Senior Associate (1998-2003)</li> </ul>	<b>With Other Firms <u>26</u> Years</b> <b>Firm 3: Traff-Pro Consultants, Inc.</b> <ul style="list-style-type: none"> <li>Senior Project Engineer (1993-1998)</li> </ul> <b>Firm 4: C&amp;S Engineers, P.C.</b> <ul style="list-style-type: none"> <li>Project Engineer (1991-1993)</li> </ul> <b>Firm 5: Ohio-Kentucky-Indiana Regional Council of Governments</b> <ul style="list-style-type: none"> <li>Engineer (1989-1991)</li> </ul> <b>Firm 6: Barton-Aschman Associates</b> <ul style="list-style-type: none"> <li>Associate (1987-1989)</li> </ul>
<b>Years of Experience: With this Firm <u>10</u> Years</b> <b>Firm 1: STV Incorporated:</b> <ul style="list-style-type: none"> <li>Senior Associate/Engineering Chief Associate (2016-2017)</li> <li>Senior Traffic Engineer (2013-2016). 2017-present</li> </ul> <b>Firm 2: The LPA Group Incorporated/Michael Baker Jr., Inc.</b> <ul style="list-style-type: none"> <li>Assistant Vice President (2011-2013)</li> <li>Principal (2010-2011)</li> <li>Director of Traffic Engineering (2003-2010)</li> <li>Senior Associate (1998-2003)</li> </ul>	<b>With Other Firms <u>26</u> Years</b> <b>Firm 3: Traff-Pro Consultants, Inc.</b> <ul style="list-style-type: none"> <li>Senior Project Engineer (1993-1998)</li> </ul> <b>Firm 4: C&amp;S Engineers, P.C.</b> <ul style="list-style-type: none"> <li>Project Engineer (1991-1993)</li> </ul> <b>Firm 5: Ohio-Kentucky-Indiana Regional Council of Governments</b> <ul style="list-style-type: none"> <li>Engineer (1989-1991)</li> </ul> <b>Firm 6: Barton-Aschman Associates</b> <ul style="list-style-type: none"> <li>Associate (1987-1989)</li> </ul>			
d. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): The Ohio State University, Columbus, OH / Bachelor of Science / 1987 / Civil Engineering				
e. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2002 / SC / Professional Engineer / 22070; 2002 / NC / Professional Engineer / 27742; 2009 / TN / Professional Engineer / 113156; 1998 / VA / Professional Engineer / 33296; 2007 / GA / Professional Engineer / 32363; 2008 / AR / Professional Engineer / 13264; 1996 / FL / Professional Engineer / 51061; 1992 / OH / Professional Engineer / 56107; 2008 / LA / Professional Engineer / 33753; 2008 / MS / Professional Engineer / 18439; 1997 / NV / Professional Engineer / 12567; 2008 / CA / Traffic Engineer / TR24952014 / Professional Traffic Operations Engineer / 3630				
f. Document the extent and depth of your experience and qualifications relevant to the Project.  <div style="display: flex;"> <div style="flex: 1;"> <p><b><u>SCDOT I-20/26/126 Corridor Improvements, Richland and Lexington counties, SC</u></b>  <b>Key Personnel Role:</b> Traffic Engineering Lead  <b>Experience with Current Firm:</b> Firm 1  <b>Project/Assignment Duration:</b> Project 2014-present, Assigned 2014-present  <b>Owner Contact Information:</b> SCDOT, Brian Klauk, (803) 737-5051, klaukdb@scdot.org  <b>Design/Construction Value:</b> \$9 million / \$1.5 billion  <b>Project Description:</b> Directed extensive data collection efforts, prepared a corridor-wide accident analysis including collision diagrams, and was primary author of the Traffic Technical Memorandum (TTM) that summarized the findings of alternative screening, travel demand modeling, and highway capacity manual/microsimulation software assessments of 10 alternatives. The TTM was incorporated into the Draft Environmental Impact Statement appendices. Rob also oversaw the preparation of two Interchange Modification Reports (IMR), for the combined I-20/I-26 and I-26/I-126 system interchanges and for the improvements at I-26 Exit 103. As part of the consultant team representing the owner during the design-build phases of the project, Rob is the lead traffic reviewer for Phase 1 and Phase 2 design-build traffic analysis and signal timing submittals and is assisting in Phase 3 procurement.</p> </div> <div style="flex: 0.5; text-align: center;">  </div> </div>				
<p><b><u>MDOT I-495 &amp; I-270 Managed Lanes, Montgomery County, MD</u></b>  <b>Key Personnel Role:</b> Traffic Operations/Signals Lead  <b>Experience with Current Firm:</b> Firm 1  <b>Project/Assignment Duration:</b> Project 2021-2022, Assigned 2021-2022  <b>Owner Contact Information:</b> AMP, Robert Kerns, PE, (703) 209-9654, rkerns@transurban.com  <b>Design/Construction Value:</b> \$2.5 million (STV fee)  <b>Project Description:</b> Provided oversight and coordination of a multi-consultant team for traffic operations analysis and traffic signal design in support of a Public-Private Partnership pursuit and development of project section limits for design-build procurement by Accelerate Maryland Partners (AMP). The 13-mile-long Maryland Department of Transportation (MDOT) project will convert High Occupancy Vehicle (HOV) lanes to priced-</p>				



managed toll lanes on I-495 and I-270 between George Washington Parkway and I-370. The project limits encompassed nine service interchanges, three system interchanges and three dedicated managed-lane interchanges. Rob directed and supervised STV staff using Highway Capacity Manual methodologies to evaluate alternative technical concepts and prepare of complex VISSIM microsimulation software analyses. STV was responsible for the VISSIM modeling for the northern portion of the project, while another consultant was responsible for the VISSIM model for the southern portion. As the project moved towards procurement for a two-phase design-build delivery, STV combined the two VISSIM models into a single network to facilitate an analysis of interim operational conditions for phase 1 build/phase 2 no-build and phase 1 no-build/phase 2 build.

**SCDOT I-20 at US 1 Interchange Design-Build Preparation, Lexington County, SC**

**Key Personnel Role:** Technical Director

**Experience with Current Firm:** Firm 1

**Project/Assignment Duration:** Project 2018-present, Assigned 2018-2019

**Owner Contact Information:** SCDOT, Jae Mattox, PE, (803) 737-1805, mattox.jh@scdot.org

**Design/Construction Value:** \$1.5 million (STV fee)

**Project Description:** Provided oversight, direction, and analysis of the US 1 (Augusta Road) at the I-20 Exit 58 interchange area in Lexington County, SC, for SCDOT. Rob set up the Synchro/SimTraffic networks for existing and future no-build conditions and created four interchange improvement alternatives in coordination with roadway designers. He oversaw the traffic analysis using Highway Capacity Manual methodologies and TransModeler microsimulation software for the I-20 interstate system incorporating Exit 58 and the adjacent interchanges at Exit 55 (SC 6) and Exit 61 (US 378). He was the primary author of two traffic reports. The first summarized the data collection activities and the existing and future no-build traffic operations, and concluded with a list of potential options to improve the US 1 interchange. The second report summarized four improvement alternatives analyses, identified the operational benefits and deficiencies of each, and selected an alternative for further development. At SCDOT's request, he also prepared a draft IMR for the selected alternative for use, if needed, in facilitating project delivery.

**SCDOT I-85 Widening Design-Build, Cherokee County, SC**

**Key Personnel Role:** Traffic Engineer

**Experience with Current Firm:** Firm 1

**Project/Assignment Duration:** Project 2018-present, Assigned 2018-present

**Owner Contact Information:** SCDOT, Brad Reynolds, PE, (803) 737-1440, reynoldsbs@scdot.org,

**Design/Construction Value:** \$4.5 million / \$181.7 million

**Project Description:** Participated in the development of construction plans for the proposed design-build widening of I-85 between mile markers 98 and 106 in Cherokee County, SC, for SCDOT. Rob addressed questions concerning traffic volumes, accident history, intersection capacity, and storage lane queue lengths to assist in the development and refinement of roadway designs for the ramps and arterial roadways at the interchanges. He served as traffic signal Engineer of Record, and oversaw the preparation of traffic signal plans, signal interconnect plans, and the signal system timing analysis for the two signalized intersections at the Exit 102 interchange at SC 5/109 (North Mountain Road).



**SCDOT I-20 Widening Design-Build, Lexington County, SC**

**Key Personnel Role:** Traffic Engineer

**Experience with Current Firm:** Firm 1

**Project/Assignment Duration:** Project 2016-2019, Assigned 2016-2017

**Owner Contact Information:** SCDOT, Allen Thompson, (803) 254-1009, thompsonja@scdot.org

**Design/Construction Value:** \$5.5 million / \$100 million

**Project Description:** Provided technical oversight and direction for the evaluation of maintenance of traffic alternatives for the construction phasing for widening I-20 between mile markers 49 and 60 in Lexington County, SC, for SCDOT. Rob directed the TransModeler microsimulation software analysis and Highway Capacity Manual methodologies for midweek operations from 5 a.m. to 10 p.m. using the highest available main line traffic data to provide a worst-case assessment of the work zone traffic operations. Rob also served as traffic signal Engineer of Record and directed the preparation of traffic signal plans at five signalized intersections. He prepared the signal system timing analysis for the four signalized intersections along Longs Pond Road. Rob also performed QA/QC on the signal plans, clearance distance diagrams, and clearance timing calculations and directed the development of coordinated signal system timing plans for the four-signal coordinated system for implementation upon completion of construction.

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

N/A



# APPENDIX B



## WORK HISTORY AND QUALITY FORM

### CONTRACTOR/DESIGNER (SECTION 3.5.1)






WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER: CROWDER CONSTRUCTION COMPANY

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify Crowder Construction’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Crowder Construction (in thousands)
<b>Name:</b> SC File 10.037901AR1 <b>Location:</b> US78 & SC7, North Charleston, SC	<b>Name:</b> Crowder worked interactively with STV for railroad coordination on behalf of CSXT	<b>Name of Owner:</b> SCDOT <b>Project Manager:</b> M. Kevin Turner <b>Phone:</b> (843) 740-1665 <b>Email:</b> TurnerMK@scdot.org	<b>Construction Started:</b> June 2013 <b>Construction Completed:</b> September 2016	\$34,424	\$ 20,000
<b>g. Narrative describing the work performed by Crowder Construction.</b>					
<div>The project includes two bridge replacements - one is located at US 78 at Rivers Avenue, the other at SC 7 at Cosgrove Avenue in North Charleston. The US-78 bridge is 1,200 feet long and 44 feet wide with curved structural steel with integral bents. It contains 13 drilled shafts, two of which are 150 feet deep, as well as 36-inch diameter stone columns at each approach and 24-inch pipe pile at each end bent. Demolition Superintendent spearheaded the demolition of the existing bridge over Meeting Street and multiple existing CSX and Norfolk Southern railroad tracks. The new bridge was constructed to span over five future tracks going into the Charleston Port. The SC-7 bridge is 860 feet long and 72 feet wide and contains 20 drilled shafts, all 100 feet deep. It also includes 42-inch diameter stone columns at each approach, along with earthquake drains, as well as HP14x73 pile at each end bent. Crowder partially demolished the SC7 bridge over Meeting Street and existing CSX and Norfolk Southern railroad tracks and through the middle of an active concrete plant. The new bridge was constructed in two phases to keep Cosgrove Avenue operational during the replacement. It was also built for future tracks going into the Charleston port.</div> <div></div> <div><b>Similarities</b><ul style="list-style-type: none"><li>• Complex bridge &amp; roadway construction</li><li>• Multiple bridges on one project</li><li>• Phased construction</li><li>• Drilled shafts</li><li>• Curved steel</li></ul></div>					
<b>h. Self-Assessment. The information provided in this section should be a self-assessment of Crowder Construction’s performance on the project to identify Crowder Construction with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Crowder Construction’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</b>					
<p>This project had many obstacles to overcome. Each bridge had traveling public, active rail lines and close proximity to homes and businesses. Crowder bid the project as an A+B project and completed it without any liquidated damages. Crowder finished this 3-year project with a final contract amount less than originally bid without any claims, dispute proceedings, litigation, or arbitration.</p>					
<b>i. Quality Initiatives. Discuss Crowder Construction’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.</b>					
<p>This was a very complex project with an aggressive schedule involving work around many obstacles. From the beginning of the project, a CPM schedule was created, maintained, and adhered to throughout the project. Through partnering with all stakeholders, we were able complete the project on-time, avoid claims, and complete the project under-budget.</p>					
<b>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Crowder Construction shall provide a detailed explanation below.</b>					
<p>All answers to the questions in Section 3.5.3. are “No” for this project.</p>					

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER: BALFOUR BEATTY INFRASTRUCTURE

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify Balfour Beatty’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Balfour Beatty (in thousands)
<b>Name:</b> The Horseshoe Project  <b>Location:</b> Dallas, TX	<b>Lead Contractor:</b> Balfour Beatty Infrastructure <b>Lead Designer:</b> WSP, partnered with AECOM	<b>Name of Owner:</b> Texas Department of Transportation <b>Project Manager:</b> Ceason Clemens, PE <b>Phone:</b> (972) 421-2214 <b>Email:</b> Ceason.Clemens@txdot.gov	<b>Professional Services:</b> July 2014 <b>Construction:</b> July 2017	\$724,332	\$325,949 45% JV Partner
g. Narrative describing the work performed by Balfour Beatty.					
		<p>The Horseshoe Project included full reconstruction of the heavily-congested “Dallas Mixmaster” and sections of IH30 and IH35E extending over the Trinity River in Texas. Named for its U-shape (formed by the IH30/IH35E interchange), the Horseshoe Project was the first design-build project (non-concession) for the Dallas District of TxDOT. It was TxDOT’s highest priority, due to the need to improve traffic flow through the heart of downtown Dallas and to reduce maintenance costs for the deteriorating bridges. An extensive redesign corrected geometric issues that caused congestion, repaired and replaced deteriorating structures, added capacity to the interchange and frontage roads, and met current design and safety standards. An "outside-in", multi-phase MOT plan was deployed to address the 400,000 ADT. A key factor in successful execution of the MOT plan was extensive coordination between traffic control and drainage design to ensure maintenance of drainage throughout all phases of construction. The design-build team coordinated extensive biweekly environmental inspections with municipalities. Compliance measures included SW3Ps, hazmat management and compliance with TxDOT and USACE environmental and regulatory permits. With 150+ utility adjustments, successful design and relocation required early identification, advancement of design elements and strong relationships to push design decisions forward, allowing the long-lead procurement and utility relocation to commence ahead of the construction. The project’s signature bridge, Margaret McDermott Bridge, was designed by the renowned Santiago Calatrava. It has two arches spanning 20 feet wide and 1,125 feet long from base of arch to base of arch, hollow interiors with stairs, and permanent lighting to accommodate periodic inspections.</p>			<div>Similarities</div> <ul style="list-style-type: none"><li>• Design-Build Delivery</li><li>• Severely congested interchange</li><li>• Massive interchange</li><li>• Major Stakeholder involvement</li><li>• Complex Bridge &amp; Roadway Construction</li><li>• Complex utility adjustments and MOT</li></ul>
h. Self-Assessment. The information provided in this section should be a self-assessment of Balfour Beatty’s performance on the project to identify Balfour Beatty with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Balfour Beatty’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>Heavily phased construction accomplished the full reconstruction of over 56 lane miles of interstate, direct connectors and frontage roads, intricately woven through the one of Dallas’ most congested intersections.</p> <p>BBII team prioritized design packages so construction in the field could begin early on grading, drainage, roadway, bridge foundations, priority bridges and retaining walls while remaining scope packages were completed.</p> <p>The project achieved safe, high-quality delivery on schedule and within budget, including client-directed changes.</p>					
i. Quality Initiatives. Discuss Balfour Beatty’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The project employed an independent quality firm for design and construction quality assurance.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Balfour Beatty shall provide a detailed explanation below.					
<p>Not applicable.</p>					



WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER: BALFOUR BEATTY INFRASTRUCTURE					
a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify Balfour Beatty’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Balfour Beatty (in thousands)
<b>Name:</b> I-140 Wilmington Bypass (R-2633B) <b>Location:</b> Wilmington, NC	<b>Lead Contractor:</b> Balfour Beatty Infrastructure, Inc. (Balfour Beatty) <b>Lead Designer:</b> HW Lochner	<b>Name of Owner:</b> NCDOT <b>Project Manager:</b> Kevin G. Bowen, PE <b>Phone:</b> (910) 341-2047 <b>Email:</b> kgbowen@ncdot.gov	November 2017	\$121,883	\$121,883
<b>g. Narrative describing the work performed by Balfour Beatty</b>					
<p>The Wilmington Bypass project represented the last segment of the I-140 Wilmington Bypass from Highway 421 to Cedar Hill Road, completing the bypass created a route to go around the city, reducing congestion in New Hanover County and improving accessibility to Brunswick County. The project is approximately three miles long, with 1.5 miles of new bridges and 1.5 miles of roadway. The Bypass involved the construction of three miles of four-lane highway in the southeast, creating a bypass around the city of Wilmington. The project consists of over 2.2 million yards of borrow, 28,000 SF of MSE walls, over 50,000 tons of asphalt paving, 68,000 tons ABC, and extensive drainage. The project involved 10 bridges, eight of which are twin bridges crossing over CSXT railroad tracks. One of the final phases of the project included twin bridges each over 7,200 feet long crossing the Cape Fear River and adjoining environmentally sensitive wetlands. Bridge quantities include almost 700,000 SF of bridge deck, 95,000 LF of pile, 64,000 LF of pre-stressed concrete girders, and 41,000 cy of concrete. The bridge construction required extensive planning because it spans an environmentally protected wetland area. Balfour Beatty self-performed all of the grading work leading up to the bridge and employed some unusual techniques to build the bridge without disturbing the ecosystem in the river underneath. The foundation of the bridge required 24-inch, 30-inch, and 36-inch square concrete piles reaching 100 feet in length. To keep the work out of the water, the company utilized a specially-built trestle alongside the bridge. The project required close coordination with regulatory agencies and project stakeholders. The project represents a successful collaboration among Balfour Beatty, NCDOT, US Army Corps of Engineers (USACE), US Coast Guard, CSX Transportation, Duke Energy, and a strong network of subcontractors. Balfour Beatty worked in multiple shifts to overcome strict in-water work windows and schedule constraints to deliver the bridge and roadway project on time. The project was opened to traffic 60 days ahead of schedule. Balfour Beatty pioneered the use of temporary access trestle in NC to minimize environmental impacts and accelerate schedules since 1999. BBII owns over a mile of trestle which provides safe and continuous site access and allows multiple, simultaneous, construction fronts to be opened—providing the highest possible degree of schedule predictability. Our innovative work trestle deployment for Wilmington has resulted in reduced access costs, environmental impacts, and schedule durations. Balfour Beatty self-performed the bulk of the work including all structures, walls, and roadway, with the exception of DBE subcontract scope.</p>					<div>Similarities</div> <ul style="list-style-type: none"><li>MOT strategies</li><li>Bridge over waterway construction</li><li>Environmentally sensitive</li><li>Environmental permitting</li><li>Bridge over railroad</li><li>Trestle access</li><li>Construction engineering support from STV</li></ul> 
<b>h. Self-Assessment. The information provided in this section should be a self-assessment of Balfour Beatty’s performance on the project to identify Balfour Beatty with firms or personnel that have successfully completed projects on time and on or under budget, and to identify that Balfour Beatty’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</b>					
<p>The project received several significant awards: Carolinas AGC 2018 Pinnacle Award Winner; ENR Southeast Best Highway/Bridge Project of 2018; 2018 AASHTO Quality of Life/Community Development, Large Project. AASHTO nationally recognized the bypass as one of the best transportation projects in the Southeastern United States; For the team’s creative, expedited pile driving operation, this project was recognized as one of the 2016 Pile Driving Contractors Association’s Marine Projects of the Year; and the project is featured on a USACE promotional poster (pic above) as a successful example of environmental compliance on a new highway and bridge project. Balfour Beatty delivered this segment on time with 713,603 manhours and not a single lost-time incident</p>					
<b>i. Quality Initiatives. Discuss Balfour Beatty’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.</b>					
<p>Balfour Beatty coordinated with CSX Transportation to build eight bridges over railroad tracks and maintained railroad access for Duke Energy’s Sutton Power Plant. Though the coal-fired plant was decommissioned, Duke Energy’s large-scale effort to clean up coal fly ash restricted Balfour Beatty’s access to the site along its tracks. Consequently, Balfour Beatty re-allocated project resources to accelerate bridge construction over the tracks to maintain continuous coal train access, this mitigated over 1 year of potential schedule impacts..</p>					
<b>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Balfour Beatty shall provide a detailed explanation below.</b>					
<p>Balfour Beatty responds “no” to each of these questions.</p>					




WORK HISTORY AND QUALITY FORM – DESIGNER: MICHAEL BAKER INTERNATIONAL, INC.

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify Michael Baker’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Michael Baker (in thousands)
<b>Name:</b> I-85 Widening Design-Build, Phase 3 <b>Location:</b> Cherokee County, SC	<b>Lead Designer:</b> Michael Baker International, Inc.	<b>Name of Owner:</b> SCDOT <b>Project Manager:</b> Bradley Reynolds, PE <b>Phone:</b> 803-737-1440 <b>Email:</b> reynoldssbs@scdot.org	<b>Professional Services:</b> November 2022 <b>Construction:</b> March 2023 (est.)	\$181,700* *Original contract value	\$12,000
<b>g. Narrative describing the work performed by Michael Baker.</b>					
<p>Michael Baker is serving as the lead design firm on a design-build project to improve an eight-mile-long section of I-85. The project will widen I-85 from four to six lanes beginning at the Broad River bridge (MM 98) and ending just north of US 29 (Exit 106) at approximately MM 106 in Cherokee County. Interchanges will be improved at S-11-83, SC 5/198, S-11-99, and US 29. The overpass bridges at Norfolk Southern railroad crossing will be replaced to provide greater horizontal clearances and meet current design requirements.</p> <p>Michael Baker is providing roadway, bridge, and drainage design, environmental permitting, right-of-way acquisition, and utility coordination. Roadway design criteria for this project will include the preparation of roadway geometric designs using standards that are most appropriate based on design speed, functional classification, design traffic volumes, right-of-way, and aesthetics. The design elements will include horizontal and vertical alignments, lane widths, shoulder widths, median widths, sight distance, clear zone, cross slopes, and side slopes. Additional intersections, ramps, and roadside barriers will be introduced as needed to support the widening project. Michael Baker's bridge design tasks includes the replacement of the S-83, SC 5, S-99, and any other bridges determined necessary by design. These designs will include retaining walls, box culverts and box culvert extensions, concrete median barriers, and bridge pier protection. Drainage design for this project includes the development of drainage best management practices, cross-line pipes and non-bridge sized culverts, ditch capacity and stability assessments, sediment and erosion control, stormwater quality and post-construction design, and storm sewer systems. Michael Baker is required to avoid and minimize impacts to the environment during this project. Michael Baker is responsible for the preparation, revision, acquisition, and adherence to conditions of any permits required by federal, state, or local laws and regulations. In addition, Michael Baker is responsible for any modifications or revisions to the environmental document and permits that result from deviations in the project design and environmental impacts as stated in the environmental documents. Right-of-way services for this project include written appraisal, negotiation, acquisition, and relocation assistance services. Michael Baker is submitting the right-of-way plans for this project, which will include a roadway typical section, a strip map including property closures, a right-of-way data sheet, a roadway plan and profile, cross sections including sediments, basins, dams, and crosslines, clearing limits on plan view and cross sections, drainage features, existing right-of-way, and proposed right-of-way.</p>				<div>Similarities</div> <ul style="list-style-type: none"><li>Roadway, interchange, and bridge design and construction</li><li>Drainage design</li><li>Environmental support and compliance</li><li>Utility conflicts</li><li>Right-of-way services</li><li>Coordination with adjacent construction</li></ul>	
<b>h. Self-Assessment. The information provided in this section should be a self-assessment of Michael Baker’s performance on the project to identify Michael Baker with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Michael Baker’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</b>					
<p>This project is scheduled for completion in March 2023 and is currently on schedule. Michael Baker has been involved throughout the entire design, permitting, and construction of the project. The firm has worked closely with the contractor to resolve any field questions that arise to minimize and/or prevent any delays, claims, dispute proceedings, litigation, and arbitration. Weekly coordination meetings are held with the contractor to facilitate construction support issues, utility coordination, RFI’s, and shop drawing submittals.</p>					
<b>i. Quality Initiatives. Discuss Michael Baker’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.</b>					
<p>Michael Baker developed a detailed Design Quality Control Plan at the beginning of the project. This plan utilized a rigorous internal constructability review during final plan development as well as a third-party peer review to manage the quality control. These processes aided in cost control, schedule management and adherence, and avoidance of claims.</p>					
<b>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Michael Baker shall provide a detailed explanation below.</b>					
N/A					




WORK HISTORY AND QUALITY FORM – DESIGNER: MICHAEL BAKER INTERNATIONAL, INC.

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify Michael Baker’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Michael Baker (in thousands)
<b>Name:</b> US 290, Manor Expressway Design-Build Services <b>Location:</b> Travis County, Texas	<b>Lead Designer:</b> Michael Baker International, Inc.	<b>Name of Owner:</b> Central Texas Regional Mobility Authority <b>Project Manager:</b> Lloyd Chance, Senior Project Manager - Construction <b>Phone:</b> (512) 560-2179 <b>Email:</b> lchance@ctrma.org	<b>Estimated:</b> 2016 <b>Actual:</b> 2016	\$210,000	\$17,548
<b>g. Narrative describing the work performed by Michael Baker.</b>					
As part of a design-build team, Michael Baker led engineering services for the Manor Expressway (US 290 east), a fully controlled-access, six-mile-long toll highway that was constructed in the median of US 290, between US 183 and Parmer Lane to east of SH 130. US 290 is a key corridor connecting Austin with Houston to the southeast. The existing facility included two lanes in each direction with a depressed grassed median and several signalized at-grade intersections. Drivers who used the US 290 corridor encountered ever-increasing congestion and many serious traffic accidents. The Manor Expressway will alleviate congestion and safety concerns. The facility connects with other primary roadways to support the regional transportation network. The new six-lane expressway is a grade-separated, all-electronic toll highway with three main lanes in each direction. The facility is located between the two newly constructed frontage roads, which will continue to provide non-toll access to commercial and residential properties while increasing capacity. New westbound main lanes and frontage roads were constructed in the footprint of the existing US 290 corridor, thus shifting the alignment slightly to the south. The project scope of work included the design of 32 bridges, drainage systems, signage and traffic control plans, and the preparation of permit applications. Michael Baker provided independent design for all 32 bridges along the Manor Expressway, including 13 bridges that were designed and constructed within 16 months of notice-to-proceed as part of an interim completion milestone. The interim completion milestone included the construction of the eastbound main lanes and frontage roads for approximately two miles of the project, including temporary pavement to support MOT during this phase of the project.				<div>Similarities</div> <ul style="list-style-type: none"><li>Bridge design</li><li>Highway design</li><li>Drainage design</li><li>Maintenance and protection of traffic plan development</li></ul>	
					
<b>h. Self-Assessment. The information provided in this section should be a self-assessment of Michael Baker’s performance on the project to identify Michael Baker with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Michael Baker has records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</b>					
Michael Baker worked with the contractor to begin at-risk design two months prior to the Notice to Proceed (NTP), developing SW3P plans and early grading packages, which enabled limited construction activities to begin less than three months after NTP. Michael Baker used an aggressive accelerated design schedule to complete design and construction of the western two miles of the project, including 13 bridges, extensive retaining walls, complex utility relocations, and drainage and traffic control and successfully met the owner’s interim completion milestone of 16 months after NTP. The overall contract was completed two months early and on budget.					
<b>i. Quality Initiatives. Discuss Michael Baker’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.</b>					
Working with an accelerated schedule, Michael Baker’s Project Management Team reviewed project costs and schedule on a weekly basis and met with the contractor every Monday morning to review design progress from the previous week and set expectations for the current week. This process allowed Michael Baker to adjust schedule to meet the contractor’s needs and changing construction schedule resulting from weather or other short-term delays. This constant coordination between design and construction ensured that the overall project schedule was maintained and claims avoided.					
<b>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Michael Baker shall provide a detailed explanation below.</b>					
N/A					



**WORK HISTORY AND QUALITY FORM – DESIGNER: STV, INC.**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify STV’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by STV (in thousands)
<b>Name:</b> I-485/I-85 Turbine Interchange Design-Build <b>Location:</b> Charlotte, NC	<b>Lead Designer:</b> STV, Inc. <b>Lead Contractor:</b> The Lane Construction Corporation (Design-Builder)	<b>Name of Owner:</b> NCDOT <b>Project Manager:</b> Virginia Mabry <b>Phone:</b> (919) 212-5711 <b>Email:</b> vmabry@ncdot.gov	<b>Construction Completion:</b> 2015 <b>Professional Services Completion:</b> 2015	\$95,000	\$7,112
g. Narrative describing the work performed by STV.					
		<p>STV provided comprehensive design and construction management services to the North Carolina Department of Transportation (NCDOT) for the design-build modification of the I-485/I-85 interchange in Charlotte, NC, which replaced the existing trumpet interchange with an innovative “turbine” interchange. In total, the improvements added 1.5 miles of new barrier-divided interstate on I-485 and widened 2.5 miles of I-85. The completed system allows regional and interstate traffic to bypass heavily congested sections of I-77 and I-85 adjacent to uptown Charlotte and the US 74 Independence Boulevard Corridor. The Charlotte Outer Loop also improves access to residential, commercial, and retail centers throughout the Metrolina region by relieving congestion on parallel east-west roadways. The firm developed traffic control and pavement marking plans, oversaw the design of the roadway signs used during construction, and coordinated with NCDOT and the contractor to keep the public informed of lane closures and construction progress. STV was also responsible for all supplemental subterranean utility exploration work required to complete the project and all utility relocations and construction plans, including obtaining necessary utility agreements.</p>			
<b>Similarities</b>					
<ul style="list-style-type: none"><li>• Traffic engineering</li><li>• Interchange design</li><li>• Roadway improvements</li><li>• Public involvement</li><li>• MOT strategy</li><li>• Environmental/permitting work</li><li>• Utility coordination</li><li>• Drainage design</li></ul>					
h. Self-Assessment. The information provided in this section should be a self-assessment of STV’s performance on the project to identify STV with firms or personnel that have successfully completed projects on time and on or under budget, and to identify STV’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
STV’s alternative technical concept predicted that cost savings of \$30 million could be realized by implementing its turbine interchange design. Following the completion of the design-build project, NCDOT estimated a savings of \$50 million including the elimination of the need for additional ROW.					
i. Quality Initiatives. Discuss Contractor’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
STV developed a project-specific quality plan that established and described objectives, contract requirements, schedule, key deliverables, and detailed QA and QC procedures. QC procedures included complete and accurate documentation, design calculations, specifications, design reports, construction drawings, schedules, and cost estimates. The team self-checked each set of plans before they were sent to an independent reviewer in the Charlotte office who checked the plans for constructability and made sure that they were technically sound, economically feasible, and compliant with the lead designer and NCDOT’s quality program.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Contractor shall provide a detailed explanation below.					
N/A					

# APPENDIX C

## WORK HISTORY AND QUALITY FORM

### CONTRACTOR/DESIGNER (SECTION 3.5.2)





CCC/BBII JV and Michael Baker, do not answer 'yes' to any of the questions in Section 3.5.2 for transportation projects in the last five years. As a large multi-national business CCC/BBII JV does have non-transportation affiliates focused businesses that have had commercial and legal issues that are not related to CCC/BBII JV's Southeast Region.

No individual or firm proposed has been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity or are any such actions pending against them within the last five years.

Question	CCC/BBII JV	Michael Baker
Has the Lead Contractor or any member of the joint venture been declared delinquent or placed in default on any Project?	No	N/A
Has the Lead Contractor or any member of the joint venture submitted a claim on a project that was litigated? If litigated, explain the results.	No	N/A
Have any projects been delayed more than 30 days such that liquidated damages were assessed?	No	No
Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	No	N/A
Have any projects under contract with the Lead Contractor or any member of the joint venture been subject to remediation actions, stop work orders, or project delays in excess of 30 days as a result of Section 404/Section 401 permit violations?	No	N/A
Has an owner, a Lead Contractor, or any member of a joint venture pursued compensation from the Lead Designer due to errors and omissions?	No	No
Has the Lead Designer filed legal proceedings against the Lead Contractor, or vice versa, on a design-build contract?	No	No



# APPENDIX D

## LEGAL AND FINANCIAL



PO Box 30007 (28230-0007)  
6409 Brookshire Boulevard (28216)  
Charlotte, North Carolina  
Telephone: 704.332.8184 Fax 704.372.9946

[www.crowdercc.com](http://www.crowdercc.com)



**CROWDER CONSTRUCTION COMPANY**

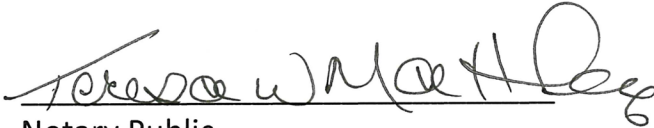
### PROPOSER'S AFFIDAVIT OF FINANCIAL CAPACITY

Crowder Construction Company and Balfour Beatty Infrastructure, Inc. have the financial capacity and resources necessary to complete the I-26 at I-95 Interchange Improvement, Design-Build Project, Project ID P036877, DORCHESTER AND ORANGEBURG COUNTIES as proposed herein. A letter from our bonding company attesting to our good standing and bonding capacity is attached.

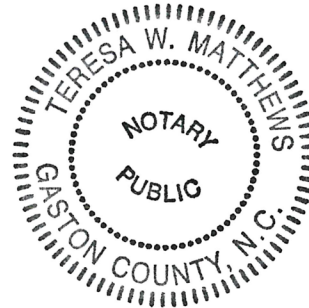
  
\_\_\_\_\_  
George F. Ellis, Executive Vice President

\_\_\_\_\_  
January 27, 2023

Subscribed and witnessed before me this 27th day of January  
2023.

  
\_\_\_\_\_  
Notary Public

My Commission Expires - August 1, 2025







USI Insurance Services  
6100 Fairview Drive  
Suite 1400  
Charlotte, NC 28210  
www.usi.com  
Tel: 704.543.0258

January 25, 2023

Ms. Carmen Wright  
(Mr. Brian Gambrell and Mr. Brad Reynolds)  
Office of Project Delivery  
(Office of Chief Council, Office of Alternative Delivery)  
South Carolina Department of Transportation  
955 Park Street, Room 101 (302,421)  
Columbia, South Carolina 29201

**RE: CCC/BBII - JV  
Request for Qualifications  
SCDOT / Design-Build Project  
I-26 at I-95 Interchange Improvement, Design-Build Project, Project ID P036877  
Dorchester and Orangeburg Counties**

Dear Ms. Wright, Mr. Gambrell and Mr. Reynolds :

The entities of Crowder Construction Company and Balfour Beatty Construction have formed a Joint Venture for the purposes of making proposal on the captioned project. The co-surety groups of Liberty Mutual Insurance Company and Travelers Casualty and Surety Company of America have the pleasure of extending surety credit to these firms.

CCC/BBII - JV enjoy a well-deserved reputation for excellence and each are financially strong and technically qualified to complete any project they are willing to undertake. At the present time, Liberty Mutual Insurance Company and Travelers Casualty and Surety Company of America are in a position to participate in the required performance and payment bonds on behalf of our clients for the above referenced project. This letter will serve to confirm that said project is well within the bonding capacity CCC/BBII - JV as these two firms currently enjoy a bonding capacity of \$400 million for a single project.

We reserve the right to perform normal underwriting at the time of the final bond request, to include but not be limited to an assessment of the project contract documents. This letter is not an assumption of liability, nor is it a bid bond or a performance bond.

Liberty Mutual Insurance Company has an A.M. Best rating of A (Excellent) and has a financial size category of Class "XV" (\$2 Billion or greater) and a US Treasury listing of \$1,772,737,000 and Travelers Casualty and Surety Company of America is rated "A++" (Superior) by A.M. Best Company, and has a financial size category of Class "XV" (\$2 Billion or greater) and a US Treasury listing of \$211,846,000. Each of these sureties is licensed to do business in the State of South Carolina and each is on the US Department of Treasury's Listing of Approved Sureties (Department Circular 570).

If we may provide any further assurance or assistance, please do not hesitate to call.

Sincerely

LIBERTY MUTUAL INSURANCE COMPANY  
TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

By:   
Digitally signed by Jennifer C. Hoehn  
DN: cn=Jennifer C. Hoehn, gn=Jennifer C.  
Hoehn, c=US, o=United States, ou=US United  
States  
Reason: I am the author of this document  
Location:  
Date: 2023-01-25 16:29:05-00

Jennifer C. Hoehn, Attorney-In-Fact





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

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

Certificate No: **8208978-969489**

## POWER OF ATTORNEY

**KNOWN ALL PERSONS BY THESE PRESENTS:** That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Angela D. Ramsey; Elizabeth D. Drum; G. Timothy Wilkerson; J. David Pollack, Jr.; Jennifer C. Hoehn; Laura W. Dennison; William J. Quinn

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

**IN WITNESS WHEREOF**, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 7th day of November, 2022.



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

By:

David M. Carey  
David M. Carey, Assistant Secretary

State of PENNSYLVANIA ss  
County of MONTGOMERY

On this 7th day of November, 2022 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



Commonwealth of Pennsylvania - Notary Seal  
Teresa Pastella, Notary Public  
Montgomery County  
My commission expires March 28, 2025  
Commission number 1128044  
Member, Pennsylvania Association of Notaries

By:

Teresa Pastella  
Teresa Pastella, Notary Public

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

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

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

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

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

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

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

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

**IN TESTIMONY WHEREOF**, I have hereunto set my hand and affixed the seals of said Companies this 25th day of January, 2023.



By:

Renee C. Llewellyn  
Renee C. Llewellyn, Assistant Secretary

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

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



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

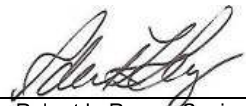
**POWER OF ATTORNEY**

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

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



State of Connecticut

By:   
Robert L. Raney, Senior Vice President

City of Hartford ss.

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

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

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



  
Anna P. Nowik, Notary Public

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

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

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

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

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

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

Dated this **25th** day of **January**, **2023**.



  
Kevin E. Hughes, Assistant Secretary

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





**Balfour Beatty**

**To Whom it May Concern**

RE: Statement of Commitment and Signatory Authority

Please accept these statements on behalf of Crowder Construction Company and Balfour Beatty Infrastructure, Inc.

Crowder Construction Company and Balfour Beatty Infrastructure, Inc. have entered into a Teaming Agreement for the pursuit of I-26 at I-95 Interchange Improvement Design-Build Project, Project ID P036877, DORCHESTER AND ORANGEBURG COUNTIES and agreed to form an integrated Joint Venture upon award. The Joint Venture members are committed to the project and agree to be jointly and severally liable for the performance under the contract.

In accordance with the Teaming Agreement, Crowder will hold the contractual signatory authority. In accordance with Crowder corporate resolutions, available upon request, George F. Ellis, Executive Vice President, is authorized to execute contractual documents on behalf of the Joint Venture for the project.

Carlos W. Norris

January 30, 2023

Carlos W. Norris, President, Crowder Construction Company

Lynn L. Hansen

January 30, 2023

Lynn L. Hansen, Exec. Vice President, Crowder Construction Company

Mark Johnnie

January 30, 2023

Mark Johnnie, Vice President, Balfour Beatty Infrastructure, Inc.

## CROWDER/BALFOUR BEATTY I-26/I-95 INTERCHANGE IMPROVEMENTS TEAMING AGREEMENT

This TEAMING AGREEMENT (TA) is entered into this 18<sup>th</sup> day of October, 2022, by and among Crowder Construction Company ("Crowder") and Balfour Beatty Infrastructure, Inc ("BBII") who each are individually referred to as "Party" and collectively referred to as "Parties."

1. The Parties to this TA desire to form a relationship as a Joint Venture between themselves for the purpose of preparing and tendering a proposal to the South Carolina Department of Transportation ("Owner") for construction of the I-26/I-95 Interchange Improvements ("Project"). More specific information has been or will be furnished in an RFP. The Parties agree that the Project is to be bid and constructed as a Joint Venture. The scope of work to be performed by each Party will be mutually agreeable to both Parties. The scope of work to be performed by each Party and the terms and conditions of the Joint Venture Agreement including ethic and safety programs will be finalized prior to submittal of a proposal.
2. The Parties will cooperate throughout the term of this TA on an exclusive basis. Each Party will provide in good faith those services and resources as appropriate for pursuit of the Project. Any Party may, at their discretion, terminate their participation in this TA, but no later than 60 days prior to the bid opening, and will pay their pro-rata portion of third party expenses (if any) to that point. The withdrawing Party agrees not to pursue the Project either individually or with others after such withdrawal. The non-withdrawing Party may pursue its individual technical approaches in association with another contractor for work which is the subject of this TA.
3. Parties agree that additional firms may be required to support the preparation of the bid and the construction of the Project, including but not limited to a Designer / Engineer. The Parties have agreed that Michael Baker International ("MBI") will be the Lead Designer/Engineer and STV Engineers, Inc (STV) will be subconsultant to MBI. Other consultants may be added with the approval of the JV.
4. This TA is limited to the Project and shall not apply to any other project or business of the Parties. The rights and obligations of the Parties are only those expressly set forth. No Party has authority to bind the other Party except to the extent authorized. Nothing in this TA provides for the sharing of profits or losses arising out of the efforts of any Party. For this JV agreement, Crowder will be the Managing Partner. The share of the JV will be 51% Crowder and 49% BBII.
5. In preparing any proposal to the Owner, each Party will bear its own costs of participating in the preparation of the proposal and any resulting negotiations with the Owner, except for those third party reimbursable expenses including MBI pursuit fees if unsuccessful, mutually agreed to in advance, to be shared on a pro-rata basis.
6. Prior to the execution of any contract with the Owner, the Parties will formalize their contractual relationship as: Crowder/BBII I-26/I-95 JV.
7. The Parties, to the extent of their respective rights and abilities to do so, shall exchange such information and data as reasonably required of each to perform its part of this TA. All technical information, financial information, information systems and confidential business information ("data") received from Parties under this TA, disclosed and designated to be proprietary, whether in hard copy or electronic form, shall not be disclosed except as provided in this TA. Such

PO Box 30007 (28230-0007)  
6409 Brookshire Boulevard (28216)  
Charlotte, North Carolina  
Telephone: 704.332.8184 Fax 704.372.9946

[www.crowdercc.com](http://www.crowdercc.com)



**CROWDER CONSTRUCTION COMPANY**

### PROPOSER'S AFFIDAVIT OF FINANCIAL CAPACITY

Crowder Construction Company and Balfour Beatty Infrastructure, Inc. have the financial capacity and resources necessary to complete the I-26 at I-95 Interchange Improvement, Design-Build Project, Project ID P036877, DORCHESTER AND ORANGEBURG COUNTIES as proposed herein. A letter from our bonding company attesting to our good standing and bonding capacity is attached.

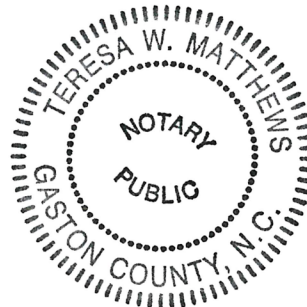
George F. Ellis, Executive Vice President

January 27, 2023

Subscribed and witnessed before me this 27th day of January 2023.

Notary Public

My Commission Expires - August 1, 2025





16. This TA may not be assigned by any Party without prior written consent of the other Parties.
17. This TA may be executed in counterparts and exchanged by facsimile or electronic mail to the Parties using contact details below, which counterparts, when taken together shall constitute one original TA enforceable for all purposes

IN WITNESS WHEREOF, the parties hereto have executed this Agreement under seal, the day and year first above written.

**Crowder Construction Company**

Carlos W. Norris Date 1/23/2023

By: Carlos W. Norris

Title: President

**Balfour Beatty Infrastructure, Inc.**

[Signature] Date 1-19-2023

By: MIKE JOHNNIE

Title: SR. VICE PRESIDENT



Columbia, South Carolina

**SOUTH CAROLINA DEPARTMENT  
OF  
TRANSPORTATION**

**PRIME CONTRACTOR**

**PREQUALIFICATION CERTIFICATE**

This Certifies that your company has complied with the rules and regulations of the Department and the State of South Carolina, and subject to the rules and regulations for a prime contractor, is declared eligible to submit a bid and be awarded any construction contract issued by the Department, subject to obtaining proper bonds and insurance acceptable to the Department and complying with all other statutory and contract requirements.

ALL BIDS SUBMITTED TO THE DEPARTMENT MUST BE IN THE NAME AS SHOWN BELOW.

**CCC/BBII JV**

**Vendor ID: 1CC009**

**Issued : August 5, 2022**

**Expires: May 31, 2023**

**Approved By:** *Maria A. Owen*  
**Prequalification Coordinator**

# APPENDIX E

## ORGANIZATIONAL CONFLICT OF INTEREST





Company

## DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

PROPOSER hereby indicates that it has, to the best of its knowledge and belief has:

- X Determined that no potential organizational conflict of interest exists.  
\_\_\_\_\_ Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

1. Describe nature of the potential conflict(s):

2. Describe measures proposed to mitigate the potential conflict(s):

  
\_\_\_\_\_  
Signature

January 30, 2023

\_\_\_\_\_  
Date

Mark Johnnie  
\_\_\_\_\_  
Print Name

Balfour Beatty Infrastructure, Inc.  
\_\_\_\_\_  
Company

If a potential conflict has been identified, please provide name and phone number for a contact person authorized to discuss this disclosure certification with Department of Transportation contract personnel.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company





# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

PROPOSER hereby indicates that it has, to the best of its knowledge and belief has:

  X   Determined that no potential organizational conflict of interest exists.

       Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

1. Describe nature of the potential conflict(s):

2. Describe measures proposed to mitigate the potential conflict(s):

*G. Stuart Matthis II*

Signature

1/19/23

Date

G, Stuart Matthis II, P.E.

Print Name

STV Engineers, Inc.

Company

If a potential conflict has been identified, please provide name and phone number for a contact person authorized to discuss this disclosure certification with Department of Transportation contract personnel.

Name

Phone

Company

# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

PROPOSER hereby indicates that it has, to the best of its knowledge and belief has:

☒ Determined that no potential organizational conflict of interest exists.

☐ Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

1. Describe nature of the potential conflict(s):

2. Describe measures proposed to mitigate the potential conflict(s):



\_\_\_\_\_  
Signature

\_\_\_\_\_  
January 20, 2023

Date

\_\_\_\_\_  
Stewart Laney, PE

Print Name

\_\_\_\_\_  
S&ME, Inc.

Company

If a potential conflict has been identified, please provide name and phone number for a contact person authorized to discuss this disclosure certification with Department of Transportation contract personnel.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

PROPOSER hereby indicates that it has, to the best of its knowledge and belief has:

☒ Determined that no potential organizational conflict of interest exists.

☐ Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

1. Describe nature of the potential conflict(s):

2. Describe measures proposed to mitigate the potential conflict(s):



\_\_\_\_\_  
Signature

\_\_\_\_\_  
1/20/2023  
Date

\_\_\_\_\_  
Marion Harding Weatherford, Jr  
Print Name

\_\_\_\_\_  
IPW Construction Group, LLC  
Company

If a potential conflict has been identified, please provide name and phone number for a contact person authorized to discuss this disclosure certification with Department of Transportation contract personnel.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company



# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

PROPOSER hereby indicates that it has, to the best of its knowledge and belief has:

X Determined that no potential organizational conflict of interest exists.

       Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

1. Describe nature of the potential conflict(s):

2. Describe measures proposed to mitigate the potential conflict(s):

Signature 

January 23, 2023

Date

Suzanne Unger Young  
Print Name

Three Oaks Engineering  
Company

If a potential conflict has been identified, please provide name and phone number for a contact person authorized to discuss this disclosure certification with Department of Transportation contract personnel.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

# APPENDIX F

## CONFIDENTIAL OR PROPRIETARY INFORMATION SUMMARY LIST



This SOQ submittal does not contain any confidential or proprietary information.





# APPENDIX G

## ADDENDUM RECEIPT FORM



**NOTICE OF RECEIPT**  
**I-26 at I-95 Interchange Improvement**  
**Design-Build Project - Project ID P036877**  
**Dorchester and Orangeburg Counties**

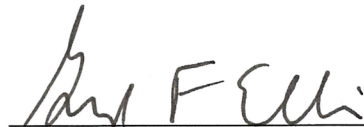
**Addendum 1**

The information in this addendum shall be made part of the contract documents. PROPOSERS are instructed to incorporate the information into the previously provided RFQ documents.

PROPOSERS are required to sign this document and enclose it with their Statement of Qualifications. Receipt of this signed document by The South Carolina Department of Transportation serves as confirmation that the PROPOSER has received and incorporated this Addendum into the contract documents.

**Confirmation Statement:**

I, the PROPOSER confirm that I have received this addendum package and have incorporated the information provided in the addendum into the contract documents.



PROPOSER's Signature

January 27, 2023

Date

George F. Ellis, Executive Vice President

Printed Name

For: CCC/BBII JV

Design-Build Team Name





# APPENDIX H

## KEY INDIVIDUAL AND CONTRACTOR/ DESIGNER REFERENCE FORMS





Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
<a href="mailto:lwshannon@ncdot.gov">lwshannon@ncdot.gov</a>	Liam	Shannon	Nick Vilaret, DBIA	NCDOT - I40 Rehabilitation Wade Ave to US 1	Sr. Project Manager	Crowder
<a href="mailto:lwshannon@ncdot.gov">lwshannon@ncdot.gov</a>	Liam	Shannon	Nick Vilaret, DBIA	NCDOT Morrisville Airport Blvd Interchange at I-40	Project Manager	Zachry
<a href="mailto:rwbullock1@ncdot.gov">rwbullock1@ncdot.gov</a>	Robert	Bullock	Nick Vilaret, DBIA	NCDOT Capital Boulevard	Project Manager	Zachry
<a href="mailto:jack.richert@cardno.com">jack.richert@cardno.com</a>	Jack	Richet	Nick Vilaret, DBIA	FDOT I-75 Design Build Reconstruction	Project Engineer/QC Manager	Granite
<a href="mailto:leporer@pbworld.com">leporer@pbworld.com</a>	Rico	Lepore	Nick Vilaret, DBIA	FDOT Lee Roy Selmon Expressway, Design Build Widening and Redecking	Project Engineer	Granite
<a href="mailto:jmparker@ncdot.gov">jmparker@ncdot.gov</a>	Michael	Parker, PLS	Jason Schuster	Fayetteville Outer Loop	Project Manager	Balfour Beatty
<a href="mailto:dgwaugh@ncdot.gov">dgwaugh@ncdot.gov</a>	Daniel	Waugh, PE	Jason Schuster	Military Cutoff Project	Project Manager	Balfour Beatty
<a href="mailto:dgwaugh@ncdot.gov">dgwaugh@ncdot.gov</a>	Daniel	Waugh, PE	Jason Schuster	Wilmington Bypass	Project Engineer/Project Manager	Balfour Beatty
<a href="mailto:johnny.metcalfe@ice-eng.com">johnny.metcalfe@ice-eng.com</a>	Johnnie	Metcalfe, PE	Jason Schuster	Trent River Bridge Project	Project Engineer	Balfour Beatty
<a href="mailto:berrywk@dot.state.sc.us">berrywk@dot.state.sc.us</a>	Kyle	Berry, PE	Jason Schuster	SC 917 Little Pee Dee River Bridges	Project Manager	Balfour Beatty
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Brad	Reynolds, PE	Steve Swygert, PE	I-85 Widening Design-Build MM 98-106	Lead Design Engineer	Michael Baker
<a href="mailto:barbianmt@scdot.org">barbianmt@scdot.org</a>	Maddy	Barbian, PE	Steve Swygert, PE	I-85 Widening Design-Build MM 98-106	Lead Design Engineer	Michael Baker
<a href="mailto:richterw@scdot.org">richterw@scdot.org</a>	Clay	Richter	Steve Swygert, PE	I-85 Widening Design-Build MM 98-106	Lead Design Engineer	Michael Baker
<a href="mailto:hoodml@scdot.org">hoodml@scdot.org</a>	Michael	Hood	Steve Swygert, PE	I-26 Widening Design-Build Prep MM 85-101	Project Manager for Michael Baker	Michael Baker
<a href="mailto:mckinneywb@scdot.org">mckinneywb@scdot.org</a>	Ben	McKinney	Steve Swygert, PE	I-26 Widening Design-Build Prep MM 85-101	Project Manager for Michael Baker	Michael Baker
<a href="mailto:dillonbs@scdot.org">dillonbs@scdot.org</a>	Brent	Dillon, PE, PTOE	Rob Dubnicka, PE, PTOE	SCDOT I-20/I-26/I-126 (Carolina Crossroads)	Traffic Engineering Lead	STV
<a href="mailto:hinsonre@scdot.org">hinsonre@scdot.org</a>	Ron	Hinson, PE	Rob Dubnicka, PE, PTOE	SCDOT I-20 at US 1 D-B Preparation	Traffic Engineering Lead	STV
<a href="mailto:giovanetd@scdot.org">giovanetd@scdot.org</a>	Doug	Giovanetti, PE, PTOE	Rob Dubnicka, PE, PTOE	SCDOT I-26 MM 85-101 D-B Preparation	Traffic Engineering Lead	STV
<a href="mailto:lacycr@scdot.org">lacycr@scdot.org</a>	Chris	Lacy	Rob Dubnicka, PE, PTOE	SCDOT I-20/I-26/I-126 (Carolina Crossroads)	Traffic Operations Lead	STV
<a href="mailto:mattoxjh@scdot.org">mattoxjh@scdot.org</a>	Jae	Mattox, PE	Rob Dubnicka, PE, PTOE	SCDOT I-20 at US 1 Interchange Design-Build Preparation	Technical Director	STV



Email	First Name	Last Name	Company Name	Project Name	Team
<a href="mailto:turnermk@scdot.org">turnermk@scdot.org</a>	Kevin	Turner	Crowder Construction	US 78 & SC 7, Charleston County, SC	Crowder, Michael Baker, STV
<a href="mailto:ceason.clemens@txdot.gov">ceason.clemens@txdot.gov</a>	Ceason	Clemons	Balfour Beatty	The Horseshoe Project, Dallas, TX	Balfour Beatty
<a href="mailto:kgbowen@ncdot.gov">kgbowen@ncdot.gov</a>	Kevin	Bowen	Balfour Beatty	I-140 Wilmington Bypass (R-2633B), Wilmington, NC	Balfour Beatty
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Brad	Reynolds, PE	Michael Baker	I-85 Widening Design-Build, Cherokee County, SC	Michael Baker, STV, SME, IPW
<a href="mailto:chance@ctrma.org">chance@ctrma.org</a>	Lloyd	Chance	Michael Baker	US 290, Manor Expressway Design-Build Services, Travis County, TX	Michael Baker
<a href="mailto:vmabry@ncdot.gov">vmabry@ncdot.gov</a>	Virginia	Mabry	STV	I-485/I-85 Turbine Interchange Design-Build, Charlotte, NC	STV
<a href="mailto:turnermk@scdot.org">turnermk@scdot.org</a>	Kevin	Turner	Crowder Construction	US 78 & SC 7, Charleston County, SC	Crowder, Michael Baker, STV
<a href="mailto:vgilpin@jtafla.com">vgilpin@jtafla.com</a>	Victor	Gilpin	Michael Baker + Balfour Beatty	Jacksonville Regional Transportation Center, Jacksonville, FL	Balfour Beatty, Michael Baker
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Brad	Reynolds, PE	Michael Baker	I-85 Widening Design-Build, Cherokee County, SC	Michael Baker, STV, SME, IPW
<a href="mailto:yuhasjd@scdot.org">yuhasjd@scdot.org</a>	Jeremy	Yuhas	Crowder Construction + Michael Baker	Rainbow & Leaphart Bridges over I-26, West Columbia, SC	Crowder, MBI
<a href="mailto:jmparker@ncdot.gov">jmparker@ncdot.gov</a>	Michael	Parker, PLS	Balfour Beatty	I-295 Fayetteville Outer Loop: Camden Road to I-95 (U-2519AA+BB) Design-Build	Balfour Beatty, STV Engineers, Inc.
<a href="mailto:Muwwakkil.Rasheed@richlandcountysc.gov">Muwwakkil.Rasheed@richlandcountysc.gov</a>	Rasheed	Muwwakkil	Crowder Construction	Green Street Improvements PH II & Bridge over Norfolk Southern & CSXT Railroads	Crowder, STV
<a href="mailto:waitesnt@scdot.org">waitesnt@scdot.org</a>	Nicholas	Waites	Crowder Construction + Michael Baker	I-26 over Lake Bowen, Spartanburg County, SC	Crowder, Michael Baker





**Michael Baker**  
**INTERNATIONAL**

**Crowder Construction Company**  
PO Box 30007  
Charlotte, NC 28230

**Balfour Beatty Infrastructure, Inc.**  
3314 Jaeckle Drive  
Wilmington, NC 28403