



Statement of Qualifications



SC 183 over Twelve Mile Creek



US 123 over Georges Creek



SC 124 over Georges Creek

Bridge Package 16

Design-Build Project

Contract ID 3962240

Pickens County

South Carolina



SC 183 over Gregory Creek

January 25, 2023



UNITED
INFRASTRUCTURE GROUP, INC.



REEVES
A COLAS COMPANY



This document is bookmarked for your convenience.

*Green and underlined text within this document indicates a **HYPERLINK** and will take you to more detailed information.*

*To return to your previous location,
simply type  + *

Narrative





3.2 INTRODUCTION

3.2.1 Contracting Entity | **United Infrastructure Group (United) and Reeves Construction Company (Reeves)** have combined resources and expertise to form a fully integrated joint venture: **United Infrastructure Group - Reeves Construction Company-Joint Venture (United-Reeves JV)**. United-Reeves JV will serve as the Contracting Entity and be responsible for the successful delivery of the Bridge Package 16 Design-Build (D-B) Project. United Infrastructure Group is headquartered in Great Falls, South Carolina and is the leading bridge contractor in the state. United has extensive operations throughout the Carolinas and Georgia and is one of the most experienced D-B contractors in the Southeast. Reeves maintains operations throughout the Southeast, covering the Carolinas, much of Georgia, and northern Florida. Headquartered in Duncan, South Carolina, Reeves has regional offices strategically located throughout the state, including fixed office locations in Duncan, Columbia, and Blacksburg, SC. Reeves is owned by Colas, an international highway construction and materials contractor. Maintaining a successful design-build history and partnership with both United and Reeves, we have enlisted the design expertise, experience, and resources of **Rummel, Klepper & Kahl, LLP (RK&K)**. As Lead Designer, RK&K will serve as prime design consulting firm responsible for the overall design and will be supported by trusted local subconsultants that specialize in utility coordination, surveying, SUE, right-of-way services, and environmental/permitting.

3.2.2 Points of Contact & 3.2.3 Full Legal Name of Lead Contractor & Lead Designer

3.2.4 Unique Entity ID

3.2.5 Commitment of Key Individuals | Our Key Individuals are **fully committed to this Project**, driven to meet and exceed SCDOT's quality and schedule expectations, and are **available for the duration of the Project**. Our Team is also committed to providing all resources and personnel required to successfully deliver the Project.

3.2.1, 3.2.2 and 3.2.3		
Contracting Entity and Project Management Office		
United-Reeves JV 5562 Pendergrass Blvd. Great Falls, SC 29055 803.581.6000 uig.net	Authorized Representatives to Sign Contract D. Michael Grey, PE - United C. Robert Loar - Reeves	
Lead Contractor: United Infrastructure Group - Reeves Construction Company Joint Venture (United-Reeves JV)		
POC - Contracting Entity & Procurement: D. Michael Grey, PE 3800 Arco Corporate Dr., Charlotte, NC 28273 803.581.6000 (phone) 704.201.8935 (mobile) mike.grey@uig.net		
Lead Designer: Rummel, Klepper & Kahl, LLP (RK&K)		
POC - Procurement: Larry Kevin Austin, PE 8601 Six Forks Road Suite 700, Raleigh, NC 27615 919.809.6875 (phone) 919.218.2462 (mobile) kaustin@rkk.com		
Team Member		Unique ID
United Infrastructure Group, Inc.		NRMTAY2LZBP5
Reeves Construction Company		MY5TCRAKKWB3
Rummel, Klepper & Kahl, LLP		MRQ7D4288C55

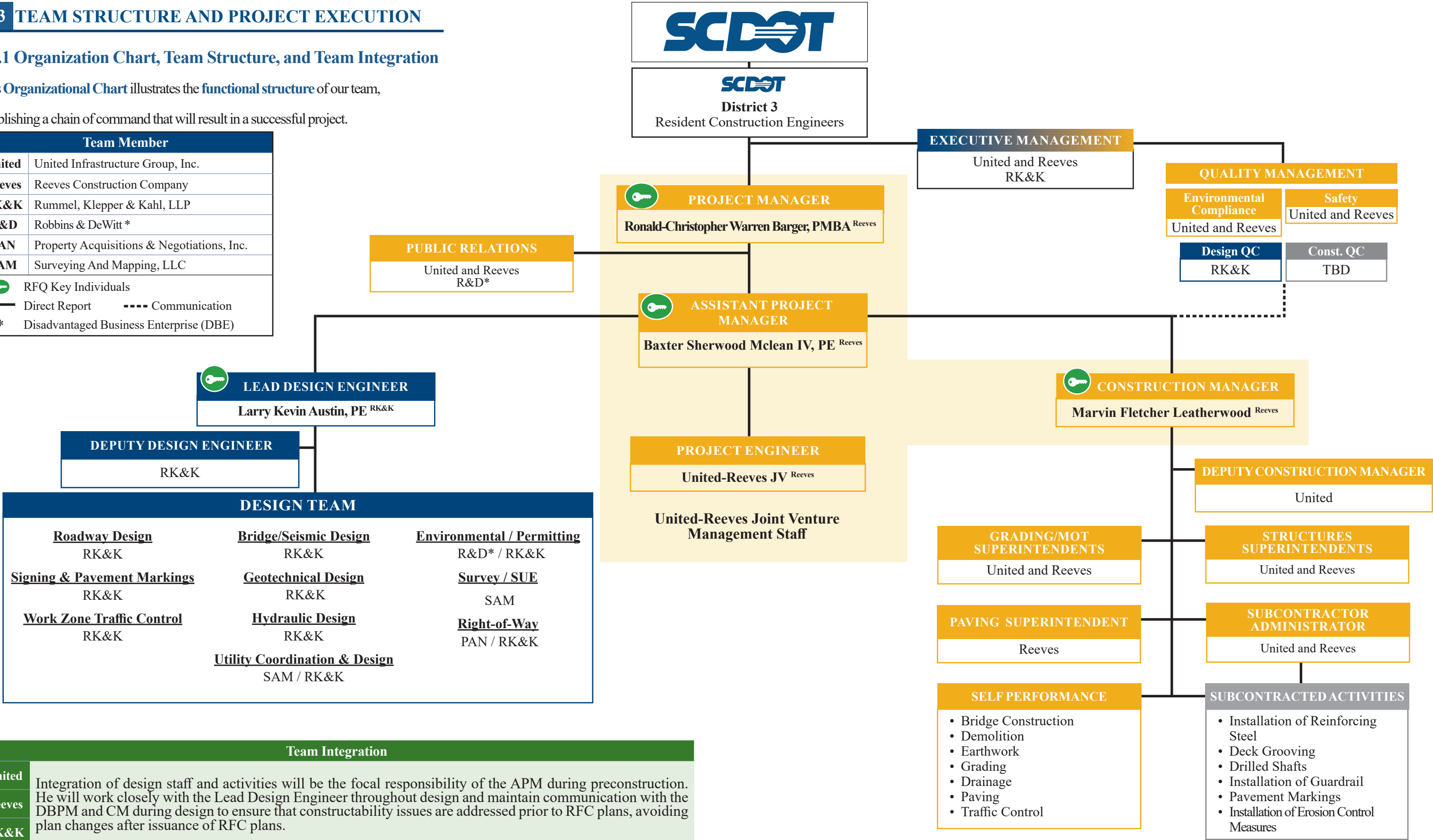


3.3 TEAM STRUCTURE AND PROJECT EXECUTION

3.3.1 Organization Chart, Team Structure, and Team Integration

This **Organizational Chart** illustrates the **functional structure** of our team, establishing a chain of command that will result in a successful project.




Team Member	
United	United Infrastructure Group, Inc.
Reeves	Reeves Construction Company
RK&K	Rummel, Klepper & Kahl, LLP
R&D	Robbins & DeWitt *
PAN	Property Acquisitions & Negotiations, Inc.
SAM	Surveying And Mapping, LLC
RFQ Key Individuals	
— Direct Report - - - - Communication	
* Disadvantaged Business Enterprise (DBE)	






Team Integration | The core of the team we have assembled for this project, as shown in the shaded area of the organizational chart, is the United-Reeves Joint Venture Management Staff. Integration of design staff and activities will be the focal responsibility of the APM during preconstruction. He will work closely with the Lead Design Engineer throughout design and maintain communication with the DBPM and CM during design to ensure that constructability issues are addressed prior to RFC plans, avoiding plan changes after issuance of RFC plans.

The Construction Manager will report directly to the APM and oversee all construction. He will manage the activities of field supervisors and crews from both Reeves and United, who will effectively perform major items of work for the Joint Venture as internal subcontractors. This allows our team the opportunity to draw from a huge pool of highly skilled personnel and maximize cost efficiency while providing the highest-quality work on an expedited schedule.

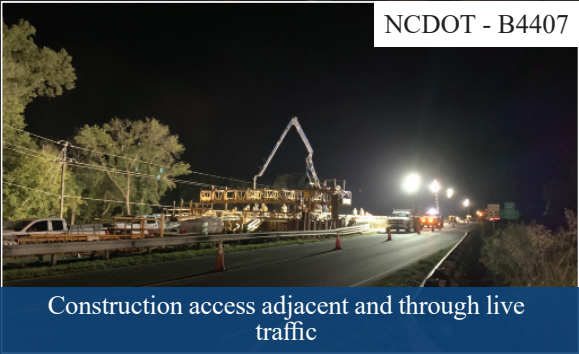
Function	Integration	Responsibilities
Executive Management	<ul style="list-style-type: none"> Direct access by SCDOT to DB Team leadership 	<ul style="list-style-type: none"> Scheduled performance reviews Attend project meetings Provision of resources Project success
Quality Management Environmental Compliance-Safety- Design QC-Construction QC	<ul style="list-style-type: none"> Reports to SCDOT (DB and District 3) and Executive Management Coordination with Independent Quality Assurance and permitting agencies 	<ul style="list-style-type: none"> Develop and implement Quality Control Plan (QCP) Full authority to ensure QCP is successfully implemented Constructability reviews of all designs
Project Manager  Ronald-Christopher Warren Barger, PMBA <small>Reeves</small>	<ul style="list-style-type: none"> Primary POC with SCDOT Direct report to SCDOT and Executive Management Integrated into design development via weekly team meetings with Design Team to provide continual Contractor input Continual communication with Quality Management (QM) 	<ul style="list-style-type: none"> Overall project delivery Authority to make final decisions Provide constructability reviews during Design QC Attend and lead weekly status meetings Available as requested by SCDOT
Assistant Project Manager  Baxter Sherwood McLean IV, PE <small>Reeves</small>	<ul style="list-style-type: none"> Dedicated solely to the project Reports to the PM Daily coordination with District 3 Continual communication with Quality Management Integrated into design development via weekly team meetings with Design Team to provide continual Contractor input 	<ul style="list-style-type: none"> Daily Project coordination Daily communication with SCDOT Representatives Coordinates and schedules all construction activities Available for on-site meetings during construction Assists DBPM for project delivery including design coordination and construction submittals Participate in weekly status meetings
Lead Design Engineer  Larry Kevin Austin, PE, <small>RK&K</small>	<ul style="list-style-type: none"> Reports to Project Management Team Integrates with Project Management Team to facilitate Contractor input into design decisions, design submittal schedules, permitting/ROW/detour schedules, and RFIs Continual communication with Design QC and Project Engineer 	<ul style="list-style-type: none"> Responsible for all design aspects Manage all design submittals and submittal schedules Adhere to requirements of the QCP Incorporate constructability reviews during Design QC Attend all project meetings during design Responds to all RFIs



Function	Integration	Responsibilities
Deputy Design Engineer	<ul style="list-style-type: none">Reports to the Lead Design EngineerContinual communication with Design QC	<ul style="list-style-type: none">Coordinates all design disciplinesCoordinates Design QC reviews
Construction Manager Marvin Fletcher Leatherwood <small>Reeves</small>	 <ul style="list-style-type: none">Reports to the Project Management TeamContinual communication with the APM during pursuit and design, ensuring incorporation of all field commentsContinual communication with Quality Management and Project Engineer	<ul style="list-style-type: none">All aspects of constructionOversight of and coordination with each site superintendentSubcontractor performanceScheduling of equipment and personnel
Deputy Construction Manager	<ul style="list-style-type: none">Reports to the Construction Manager and Project Management TeamManages construction for sites assigned to UnitedContinual communication with Quality Management and Project EngineerContinual presence via weekly team meetings with Design Team to maintain Contractor input	<ul style="list-style-type: none">All aspects of constructionOversight of and coordination with each site superintendentSubcontractor performanceScheduling of equipment and personnel
Project Engineer-Project/Subcontractor Administration	<ul style="list-style-type: none">Reports to the Project Management TeamContinual communication with Design, Construction and QM	<ul style="list-style-type: none">Project administration, scheduling, field layout, post-design utility coordination, public relations

The Right Team for Staged Highway Bridge Replacements

United and Reeves each have a long history of performing significant bridge replacement projects on primary rural routes in South Carolina requiring the expertise demanded by the Package 16 Scope:



We will utilize our vast experience from our long histories of delivering design bid build projects with similar scopes while incorporating valuable experience from recent CLRB Design Build projects to enhance the delivery process.



Firms and Key Individuals Working Together and Teaming Success |

United-Reeves JV knows that teaming is a proven partnership and working relationship, developed over time, to achieve mutual goals.

As a proven team, **United and Reeves have**

partnered together on seven projects in the

last 10 years, including the Monroe Bypass

D-B project (37 bridges) where RK&K was

also the Lead Designer. Additionally, **Reeves**

and RK&K are successfully teamed on

SCDOT's District 2 (2020-1) and District

4 (2021-1) CLRB Packages. Key members

of our team also resolved critical issues on

an I-385 pavement rehabilitation project for

SCDOT. *The table to the right illustrates these*

successful teaming relationships. References

for these projects are included in [Appendix H](#).

NCDOT | Monroe Bypass Design-Build | Union County, NC (2013 - 2020)

Description	\$464M, 19.7 mile toll freeway on new location, including 8 interchanges and 37 bridges
Teaming & Collaboration	United: Lead Contractor for the entire project. Reeves: Segment Lead on Segment 1; Bridge Contractor on Segments 2 and 3; scope for segments 1, 2, and 3 included a directional Interchange connection with existing US 74 and US 74 Bypass, 14 bridges, 2 miles of freeway mainline and frontage roads (\$32M) RK&K: Lead Designer for the entire project
Team Members	United: Jim Triplett, Michael Gantt Reeves: Smitty Helms, Baxter McLean RK&K: Keith Skinner, David Peterson, Tina Swiezy, Byron Holden, Gary Taylor, Stuart Samberg, Kevin Austin
References	Construction: Summit, Rob Cousins, 540.320.6428, rob.cousins@summitde.net Design: NCDOT, Malcolm Watson, PE, 919.707.6614, mcwatson@ncdot.gov

SCDOT | Closed and Load Restricted Bridge Design-Build Package, 2020-1 | District 2 (2020 - 2023)

Description	\$18M, 16 individual design-build bridge replacements, requiring compressed design and construction schedules.
Status:	Construction at 14 bridge sites is complete, with two more under construction. One of the bridges is scheduled for completion by the end of January 2023, with the final bridge completed in early April 2023. Design is complete.
Teaming & Collaboration	Reeves: Prime contractor for bridge work, grading, paving, drainage. RK&K: Lead Designer Collaborating throughout pursuit, design and construction.
Team Members	Reeves: Smitty Helms, Ron Barger, Marvin Leatherwood, David Rhodes RK&K: David Peterson, Chris Jordan, Randall Mungo, Kelly Hawkins, Ricky Ward, Gary Taylor, Justin Lyles, James Galgano
References	Construction: SCDOT, Jeremy Hodges, 864.889.8031, hodgesjt@scdot.org Design: SCDOT, Brad Reynolds, PE, 803.737.1440, reynoldsbs@scdot.org

SCDOT | Act 98 Bridge Replacements Package B - Aiken & Bamberg Counties | District 7 (2015-2016)

Description	\$4M, 3 bridge replacements over Hollow Creek, McTier Creek and Little Salkehatchie.
Teaming & Collaboration	United: Prime contractor. Reeves: Subcontractor for asphalt paving.
Status:	Construction is complete
Team Members	United: Jim Triplett Reeves: Rob Loar
References	Construction: SCDOT, Brian Heape, PE, 803.531.6850, heapebw@scdot.org

SCDOT | Closed and Load Restricted Bridge Design-Build Package, 2021-1 | District 4 (2021 - 2023)

Description	\$14.9M, 8 individual design-build bridge replacements, requiring compressed design and construction schedules.
Teaming & Collaboration	Reeves: Prime contractor for bridge work, grading, paving, drainage. RK&K: Lead Designer Collaborating throughout pursuit, design and construction.
Team Members	Reeves: Smitty Helms, David Rhodes RK&K: David Peterson, Chris Jordan, Randall Mungo, Kelly Hawkins, Ricky Ward, Gary Taylor, Justin Lyles, James Galgano, Kevin Austin
References	Construction: SCDOT, Marc W. Mathis, 864.490.3233, mathismw@scdot.org Design: SCDOT, Michael Pitts, PE, 803.737.2566, pittsme@scdot.org



3.3.2 Project Resources, Strategies, and Execution | The below table outlines our team's understanding and approach to this important project and associated challenges for each bridge site identified in the RFP.














BRIDGE PACKAGE 16 CHALLENGES AND APPROACH			
SITE	CHALLENGES	APPROACH	
1, 2, 3	Maintaining access for local traffic during construction	Our team will conduct a traffic analysis to determine best design for maintaining access to local side roads, businesses and home owners. We will meet with local stakeholders to determine their needs and find the best path forward early in the design process. Our team is very experience in delivering projects with complex MOT during construction.	
1, 2	Deteriorated existing site conditions including roadway approaches and debris on existing bridge substructure.	Perform repairs to approaches and remove debris at site as early as possible to limit future site issues during construction.	
1, 2	Significant drainage issues stemming from adjacent property runoff and close proximity of downstream bridges.	Full drainage design of area to ensure pre and post runoff are equal or improved and that all hydraulic requirements of the RFP are being met. Our Team Hydrology Lead, Randall Mungo, has decades of experience in resolving these types of issues.	
1	Significant embankment and borrow will be required	Identify local borrow sources and address potential environmental concerns within E&SC plans	
1, 2, 3, 4	Numerous utility conflicts	Water, telecom, and OH power are all present. We will work closely with UT providers and identify designs to minimize impacts and work early with the water and sewer companies for ACT 36 coordination.	
1	Long spans in conceptual design	Our design team will analyze the location to confirm the necessary span lengths. If long spans are needed (currently 140' shown) our team will review haul routes and work closely with SCDOT to determine best course for delivery of oversized products.	
3, 4	Potential need for Temporary Shoring	We will investigate a combination of narrowing lanes and/or shifting traffic to reduce temporary shoring needs.	
3	Access to structure from median	SC 123 location will require median access for new structure completion and demolition of old structure after traffic is shifted to new structure. United-Reeves JV Team is well experienced in the design and delivery of construction and demolition from challenging median access.	
4	ReWa driveway to access sanitary sewer	We will design a drive to accommodate the type of vehicle that is typically used for inspection and maintenance of the sewer line. The drive will be relocated to accommodate for new guardrail placement along SC 124.	
4	Vertical alignment site issues	We will design the new structure to alleviate as many of the substandard issues as SCDOT requires and is financially feasible.	
Site 1: SC 183 - Twelvemile Creek		Site 2: SC 183 - Gregory Creek	Site 3: US 123 - Georges Creek
			Site 4: US 124 - Georges Creek

Capacity and Available Resources

United-Reeves JV has both the financial and resource strength (manpower, equipment, and materials) to complete this contract without any limitations due to current obligations or market conditions. The **table on the following page** illustrates our Team's extensive amount of resources and equipment that can be used on this project.



TEAM CAPACITY, AVAILABLE RESOURCES and STRATEGY FOR IMPLEMENTATION

	 UNITED  REEVES		 RK&K
Capacity	<ul style="list-style-type: none"> ▪ () 300+ and () 350+ full-time employees within 1 hour of Package 16 ▪ () 550+ and () 1,000+ employees company-wide ▪ () Duncan-based HQ, just 60 minutes from all sites ▪ ( ) Combined United and Reeves equipment fleets including R/T cranes, crawler cranes, pile hammers, deck screeds, dozers, excavators, asphalt pavers ▪ () 2 asphalt plants in District 3 among 7 asphalt plants upstate 		<ul style="list-style-type: none"> ▪ 400 staff in the Carolinas, 1,475+ firm-wide ▪ 18-person South Carolina design staff ▪ Key Team members in Columbia and Raleigh ▪ 238 D-B bridges in the Carolinas, including 121 over water ▪ \$2.5 billion in Design-Build awards as lead designer in the Carolinas
Strategies to Implement Available Resources	<ul style="list-style-type: none"> ▪ Experienced Project Manager, Assistant Project Manager, Construction Manager, and up to four bridge superintendents and crews available when NTP is issued ▪ Grading Superintendent and crew available when NTP is issued ▪ Additional crews and equipment available, as needed ▪ Use of local resources minimizes travel and optimizes costs ▪ Pre-tie reinforcing steel, where possible, at a central location to control scheduling ▪ Execute proven method for successfully delivering bridge replacement packages ▪ Self-performing all primary elements of work 		<ul style="list-style-type: none"> ▪ Experienced Lead Design Engineer and Assistant Design Engineer ▪ Staffing resources to commit multiple design teams to meet and accelerate the design schedule, as needed ▪ Use of a fully refined design and QC process for delivering bridge replacement packages ▪ Understanding of SCDOT design submittal/review process, policies, and procedures ▪ Experienced right-of-way, utility coordination, and environmental/permitting partners ▪ Self-performing all critical design functions, with ability to provide all design requirements
Self-Perform	 UNITED	 REEVES	<ul style="list-style-type: none"> ▪ Bridge/seismic design ▪ Geotechnical ▪ Roadway ▪ Hydraulic design ▪ Work zone traffic control ▪ Signing and pavement markings
	<ul style="list-style-type: none"> ▪ Demolition ▪ Bridge Construction ▪ Earthwork and Grading ▪ Drainage ▪ Traffic Control 	<ul style="list-style-type: none"> ▪ Demolition ▪ Bridge Construction ▪ Earthwork and Grading ▪ Drainage ▪ Paving ▪ Traffic Control 	

Strategy for Implementation of Resources | United and Reeves’ vision of this Joint Venture is to create a sole entity that is well prepared and maintains the resources and availability to successfully execute and deliver this and future bridge packages. For each individual package, a specific management team from the resources of United and Reeves will focus on efficient, on-time, and cost-effective project delivery. Specific sites will be “assigned” to a United or Reeves bridge crew for execution. This strategy enhances the opportunity for accelerated completion with each entity of the JV maintaining multiple crews for mobilization as shown on the table on page 8. This also maximizes efficiency by maintaining extensive resources and expertise to execute multiple sites concurrently. United-Reeves JV will utilize common suppliers and subcontractors to simplify coordination efforts and maximize economy of scale.

Our strategy for Bridge Package 16 is a culmination of site assessments, availability of resources and the distinct geographic proximity of the four bridges within this package tightly grouped in two locations. To mitigate local impacts our team will linearly schedule construction of each SC 183 bridge site (16 West) and US 123 and SC 124 bridge sites (16 East). Design for each site will commence simultaneously, understanding design and construction of more complex locations will



require longer durations. It is anticipated SC 183 over Gregory Creek and SC 124 over Georges Creek will be first sites under construction. The challenge of the intersection design at SC 183 over 12 Mile Creek and elements of staged construction and high-speed traffic at US 123 over Georges Creek will require additional design time. The project will be divided between 16 East and West, with one JV entity constructing both bridges within each. This division of work will create efficiencies of proximity and familiarity of traffic patterns. All four sites lie within 30 miles of Reeves Lakeside asphalt plant, creating a significant advantage in scheduling necessary roadway asphalt operations as well as familiarity of Reeves asphalt paving crew with the region and District 3.

Our Team proposes the personnel resources assignments shown in the table below, based upon capability, availability, and proximity. This staffing plan will be refined further during project preconstruction. Our strategy is to maintain ultimate flexibility with an extensive amount of resources available as shown in the table below and map on the right, to provide the greatest economic and schedule advantage for our Bridge Package 16 proposal.

Ideal Geographical Location | As illustrated by the map on the right, these bridge sites are conveniently located to Reeves Headquarters in Duncan, SC. Reeves has performed a significant amount of asphalt paving in District 3 with each bridge site within 30 miles of Reeves' Lakeside Asphalt Plant. Familiarity with the region and ability to self-perform the asphalt paving will be key to successful project delivery. The locations of our Team's offices and resources allows us to seamlessly integrate, communicate and resolve challenges as a partner with SCDOT through meetings at any of our SC office, SCDOT headquarters, District 3 offices or any bridge site with same day notice.

We can also address RFI's and attend all project meetings (design and construction) with same-day notice.

For situations requiring immediate attention, we can leverage the many collaborative tools our team has successfully used during this pursuit and other project efforts.



Bridge Package 16 Crew Member Proximity					
Bridge Site	Foreman	Proximity	Bridge Site	Foreman	Proximity
SC 183 - Twelvemile Creek	Larry Smith	33 Miles	SC 183 - Twelvemile Creek	Carroll Powell	42 Miles
SC 183 - Gregory Creek	Wesley Lee	35 Miles	SC 183 - Gregory Creek	Jay Royer	43 Miles
US 123 - Georges Creek	Randy Shavers	19 Miles	US 123 - Georges Creek	Doug McCrory	43 Miles
SC 124 - Georges Creek	Charlie Williams	17 Miles	SC 124 - Georges Creek	Carroll Powell	31 Miles



3.4 EXPERIENCE OF KEY INDIVIDUALS ■ 3.4.1 - Licensed ■ 3.4.2 - Roles ■ 3.4.3 - Resumes ([Appendix A](#))

3.4.4 - Project Management Team



RONALD-CHRISTOPHER WARREN BARGER, PMBA | PROJECT MANAGER ([Ron's Resume](#))

- 24-year progressive career experience as Field Engineer, Project Manager, Area Manager, and firm-wide Manager – Bridge Estimates
- Extensive experience with staged construction and MOT shoring
- Managed numerous contracts, including single bridge replacement and multi-structure contracts by both design-build and design-bid-build
- Constructed online and offline staged replacements in rural and urban environments, and numerous bridges over waterways, wetlands, and environmentally sensitive areas



BAXTER SHERWOOD MCLEAN IV, PE | ASSISTANT PROJECT MANAGER ([Baxter's Resume](#))

- 10 years of construction experience progressing from Project Engineer to Project Manager
- Involvement with multi-bridge projects in rural and urban environments, design-build, walls, rehabilitation, grading and paving
- Exceptional communicator who partners with our clients, suppliers, subcontractors and other agencies to deliver successful projects

3.4.5 - Design Engineering Team



LARRY KEVIN AUSTIN, PE | LEAD DESIGN ENGINEER ([Kevin's Resume](#))

- 34 years of experience designing and developing plans for bridges replacement projects
- Has been involved with the design of over 200 highway bridge and structure projects
- Thoroughly versed in SCDOT's design submittal process and design procedures and requirements
- Served as Project Manager and/or Project Engineer on numerous design projects in the southeast, including the Arthur Ravenel, Jr. Bridge in Charleston, SC.

3.4.6 - Construction Management Team



MARVIN FLETCHER LEATHERWOOD | CONSTRUCTION MANAGER ([Marvin's Resume](#))

- 31 years of progressive construction experience as Operator, Foreman, Bridge Superintendent, Project Superintendent, and General Superintendent
- Design-Build experience managing construction projects with multiple crews and subcontractors
- Constructed various bridge types including single span, widening, staged construction, waterway crossings, interchanges, and grade separations

3.5 PAST PERFORMANCE OF TEAM **3.5.1 Experience of Proposer's Team** | Our Team brings to this Project extensive experience designing and constructing similar bridge replacement projects and packages. In addition to the project examples provided in the [Appendix B Lead Contractor and Lead Designer Work History and Quality Forms](#), the table on the following page further demonstrates our Team's qualifications to manage, design, and construct these Bridge Package 16 bridges.



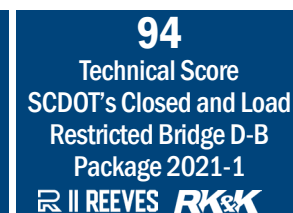
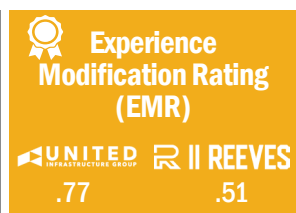
As individual firms and as a Team, we bring to SCDOT and District 3 extensive experience designing and constructing similar bridge replacement projects.

Project	Project Features	Delivery Method	Bridges/ Bridge Replacements	On Time (E=Expedited)	On Budget A=Anticipated	Multiple Crews	Demolition	Staged Construction	Const. Mgmt.	Design Mgmt.	Roadway	Structures	Geotechnical	Drainage/E&SC	Traffic/MOT	Right-of-way	Utilities	Enviro./Permits	Public Involve.	Work Zone Adjacent to Live Traffic
Monroe Bypass D-B, Mecklenburg and Union Counties, NC (\$464M), Reeves - (\$32M)	19.7 miles, 37 bridges (Reeves - 14 bridges)	D-B	37	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Act 98 Bridge Replacements Package B - Aiken and Bamberg Counties (\$2.5M)	Low volume bridge replacements	DBB	3	E	✓	✓	✓	✓	✓			✓	✓	✓	✓		✓			
SCDOT Closed & Restricted Bridge Package 2021-1 D-B (\$14.9M)	8 D-B bridge replacements	D-B	8	E	A	Under Const.	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
SCDOT Closed & Restricted Bridge Package 2020-1 D-B (\$18M)	16 D-B bridge replacements	D-B	16	E	A	Under Const.	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
I-85 Rocky Creek DB, Greenville County (\$29.9M)	Bridge replacement on I-85	D-B	1	✓	A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
I-26 Widening DB, Lexington & Richland Counties (\$105.2M)	Replace 10 bridges over I-26	D-B	10	✓	A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
I-26 Jedburg Interchange, Berkeley County (\$6.9M)	Bridge replacement over I-26	DBB	1	✓	✓	✓	✓	✓	✓			✓	✓		✓					✓
US-29 over NSRR, Cabarrus County (\$14.3M)	Staged Replacement of Urban Bridge, 3 phases with onsite detour bridge.	DBB	1	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓		✓		✓	✓
26 NCDOT D-B Projects (\$2.4B), including 70 Low Volume bridges (9 contracts, \$61M)	Lead Designer, multi-discipline services	D-B	213	E	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
>50 NCDOT DBB bridge replacements	On-call/direct select bridge projects	DBB	50	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

3.5.2 Quality of Past Performance

As award winning firms, we are committed to being responsible partners with the stakeholders and are prepared to provide a quality product in a timely manner.

Neither United, Reeves, or any individuals or firms have been suspended, debarred, disqualified from bidding, or declared ineligible within the last five years.





Appendix A

Key Individual Resume Forms



UNITED
INFRASTRUCTURE GROUP, INC.




REEVES

A COLAS COMPANY



KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
<p>a. Name & Title: Ronald-Christopher Warren Barger, PMBA Senior Project Manager</p>	
<p>b. Role of Key Individual for this Project: Project Manager</p>	
<p>c. Name of Firm with which you are now associated: Reeves Construction Company</p>	
<p>d. Years of Experience: With this Firm <u>19+</u> Years With Other Firms <u>5</u> Years</p> <p>Throughout his career, Ron has worked directly on more than 70 bridge construction projects as a Field/Project Engineer or Project Manager. He has supported construction of an additional 23+ bridges in his other roles. Ron has varied management experience including bridge rehabilitation/repairs, single bridge projects, multiple bridge projects, retaining walls, shoring, top-down construction, cored slabs, deck overlays, concrete wearing surfaces, staged construction, demolition, roadway approach work, and environmentally sensitive areas such as creeks, wetlands, historic sites, rivers, and lakes in both rural and dense urban areas.</p> <p>Reeves Construction Company: Multiple Roles (2003 – Present)</p> <ul style="list-style-type: none"> Senior Project Manager – Responsible for managing all aspects of heavy civil infrastructure projects, as assigned, 2020 - Present Manager - Estimates – Responsible for all estimates for Reeves Structures, 2016 – 2020 Area Manager – Responsible for establishing area office and managing all operations for Birmingham, Alabama office. Coordinated manpower and equipment with other regions, had Area P&L responsibilities, 2011 – 2016 Project Manager – Responsible for overall management of assigned construction projects including personnel, equipment, materials and subcontractors, as assigned, 2003-2010 <p>Blythe Construction: Multiple Roles (1998 – 2003)</p> <ul style="list-style-type: none"> Assistant Project Manager – Responsible to assist project manager with management of assigned construction projects, as assigned, 2002-2003 Project Engineer – Responsible for field layout, job costing, schedules and work plans, and coordination of materials and subcontractors, as assigned, 2000-2002 Student Engineer – Co-op and Part Time Position assisting project managers and superintendents in Structures, Roadway, and Concrete Divisions, as assigned, 1998-2000 	
<p>e. Education: Queens University / Charlotte, NC / Master Degree / 2010 / Professional Masters of Business Administration North Carolina State University / Raleigh, NC / Bachelor of Science / 2000 / Construction Engineering & Management</p>	
<p>f. Active Registrations: N/A</p>	
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <p><u>SCDOT Closed or Load Restricted Bridges Design-Build Package 2020-1, Contract # 8850470, District 2, Abbeville, Greenwood, Laurens, McCormick, Newberry, and Saluda Counties, SC</u></p> <p>Key Personnel Role: Project Manager</p> <p>Experience with Current Firm: Yes, Reeves Construction (formerly as Sloan Construction)</p> <p>Project/Assignment Duration: Project 2020 - 2023, Assigned 2020 - 2023</p> <p>Owner Contact Information: SCDOT, Jeremy Hodges, hodgesjt@scdot.org, (864) 889-8031</p> <p>Design/Construction Value: \$ 18.0 Million</p> <p>Project Description: The project includes the design and construction to replace 16 bridges, ranging from 60 ft to 160 ft in length, and roadway approach adjustments. Ron's responsibilities included overall project management, coordination with Owner, Lead Designer, and construction operations. Ensuring utility relocation, right-of-way acquisition, and permitting were completed prior to construction. Coordinate with the Construction Manager, self-perform crews, subcontractors, and material vendors. Submit construction submittals and perform cost control and schedule reviews. Project anticipated to be completed nearly five months early.</p>	

I-295 Fayetteville Outer Loop from NC-24 to NC-87/210, U-2519E/X-0002B Cumberland County, NC

Key Personnel Role: Project Manager
Experience with Current Firm: Yes, Reeves Construction (formerly as HRI Bridge Company)
Project/Assignment Duration: Project 2009-2012, Assigned 2009-2011
Owner Contact Information: NCDOT, Randy Wise, (No longer employed with NCDOT), randy.wise@ice-eng.com, (984) 255-0410 | Prime Contractor, R.E. Goodson Construction

Design/Construction Value: Reeves' Subcontract value for portion of project: \$ 21.0 M

Project Description: This project included the construction of 11 bridges, one cored slab bridge with top-down construction over wetlands, a curved 1,560 lf flyover bridge, a single span bridge over heavily travelled NC-24 (Bragg Blvd), four 400-600' long multiple span bridges over wetlands with temporary access trestles, a single span ramp flyover bridge, and substructures only for three additional bridges over NC-24. Multiple crews were managed using repetitive efficiencies when possible. Ron's responsibilities included coordination with the prime contractor and subcontractors; scheduling, cost control, negotiate change orders, construction submittals, and managing project personnel.

I-585/US-176 Improvements Project, 42.512A-42.512A.5, Spartanburg County, SC

Key Personnel Role: Project Manager, Structures
Experience with Current Firm: Yes, Reeves Construction (formerly as Sloan Construction)
Project/Assignment Duration: Project 2004-2006, Assigned 2004-2006
Owner Contact Information: SCDOT, CRM-West/Fluor, Hope Grumbles, hope.grumbles@fluor.com, (864) 281-4404

Design/Construction Value: \$ 35 Million

Project Description: This project included construction of seven bridges, including one flyover with integral caps, two mainline bridges over new grade separation, **two staged mainline bridges on Business I-85**, a ramp bridge, and one 2-span bridge over I-585/US-176, bridge demolition, and shoring walls. This urban interstate project utilized multiple crews and included no excuse incentive dates. **This project won the 2007 Carolina's AGC Pinnacle Award.** Ron's responsibilities included coordinating with our roadway team, management of bridge and shoring personnel, cost control, scheduling, coordinating with the owner, and attending partnering and project meetings.

NC-16 (Providence Rd) Widening, U-2510A, Mecklenburg-Union Counties, NC

Key Personnel Role: Project Manager
Experience with Current Firm: Yes, Reeves Construction (formerly as Sloan Construction)
Project/Assignment Duration: Project 2008-2009, Assigned 2008-2009
Owner Contact Information: NCDOT, Eric "Nat" Hunter, ehunter@ncdot.gov, (980) 262-6202 | Prime Contractor, Scurry Construction, Inc.

Design/Construction Value: Reeves' Subcontract value for portion of project: \$ 1.7 M

Project Description: This project included **staged replacement** of a triple barrel concrete box culvert with a 105' long, 3-span cored slab bridge with sidewalks and concrete overlay. The project is on a heavily traveled urban road over a creek with endangered species and in close proximity to high voltage transmission lines, gas transmissions lines, and large water main. **Temporary shoring was installed for MOT.** Ron's responsibilities included cost control, scheduling, and managing internal project personnel and subcontractors.

SC-72 over Broad River, 1244.100B, Chester-Union Counties, SC


Key Personnel Role: Project Manager
Experience with Current Firm: Yes, Reeves Construction (formerly as Sloan Construction)
Project/Assignment Duration: Project 2008-2009, Assigned 2008-2009
Owner Contact Information: SCDOT, Jason Johnston, johnstoncj@scdot.org, (803) 377-4155
Design/Construction Value: \$ 7.9 Million

Project Description: This project included the construction of a 10-span 1,450 lf bridge on a new parallel alignment with associated approach roadwork. The project was located adjacent to an Indian fish-dam within the limits of an American Revolutionary encampment site. Included drilled shaft and pile foundation, hammerhead caps, mass concrete, temporary barge/trestle access, demolition, grading, drainage, paving, guardrail, pavement markings, and erosion control. Ron's responsibilities included overall project responsibility, cost control, schedule, coordination with owner and utilities, managing internal project personnel and subcontractors, and construction submittals.

- 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.

Ron Barger is currently assigned as Project Manager of the SC CLRB 2020-1 D-B Project and will transition directly into the Project Manager role for this project. Ron will be providing oversight to the full-time assistant project manager.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
<p>a. Name & Title: Baxter Sherwood McLean IV, PE Project Manager</p>	
<p>b. Role of Key Individual for this Project: Assistant Project Manager</p>	
<p>c. Name of Firm with which you are now associated: Reeves Construction Company</p>	
<p>d. Years of Experience: With this Firm <u>10</u> Years With Other Firms <u>1</u> Years</p> <p>Reeves Construction Company: Multiple Roles (2013 – Present)</p> <ul style="list-style-type: none"> Project Manager – Responsible for managing heavy civil infrastructure projects from award to close out, for both self-perform and subcontracted operations for scopes including: MOT, utility relocation, storm drainage, grading, structures, structures rehab, asphalt and concrete paving, and specialty items, as assigned as assigned, January 2019 – Present Project Engineer – Leadership Development Rotational Program – Full time, one-year technical development program to gain exposure at multiple subsidiaries of various business groups including Estimating, Project Management, and Hot Mix Asphalt Manufacturing, 2018 Project Engineer – Responsible for the control and management of the project documentation and pay records for assigned projects. Responsible for construction survey and layout. Responsible for assisting the Project Manager and Superintendent to see that the projects are built on schedule and within budget, 2013 – 2017 <p>Bordeaux Construction Company: Project Engineer & Estimator – Responsible for estimating projects for a vertical construction general contractor, 2012</p>	
<p>e. Education:</p> <p style="margin-left: 20px;">North Carolina State University / Raleigh, NC / Bachelor of Science / 2012 / Civil Engineering (STR)</p> <p style="margin-left: 20px;">Wake Forest University / Winston-Salem, NC / Master of Business Administration / 2022</p>	
<p>f. Active Registrations:</p> <p style="margin-left: 20px;">2018 / NC / Professional Engineer / 046990</p> <p style="margin-left: 20px;">2014 / ATSSA / Traffic Control Supervisor, NC State Specific</p> <p style="margin-left: 20px;">2013 / NC / EC Level II Supervisor / 6674</p>	
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <p><u>SR-307 (Dean Forest Rd) over I-16 DDI Design-Build Project, P.I.# 0013727, Chatham County, GA</u></p> <p>Key Personnel Role: Project Manager, Structures</p> <p>Experience with Current Firm: Yes, Reeves Construction Company</p> <p>Project/Assignment Duration: Project 2020 – 2023, Assigned 2020 – 2022</p> <p>Owner Contact Information: GDOT, Ron Nelson, ronelson@dot.ga.gov, (912) 424-9112</p> <p>Design/Construction Value: \$ 34 Million</p> <p>Project Description: The project includes the staged reconstruction and modification of the intersection of SR-307 (Dean Forest Rd) over interstate I-16 into a diverging diamond interchange (DDI). The project consists of 0.494 miles of roadway and bridge construction, and ramp reconfiguration. Baxter's responsibilities included coordination with Owner, Design Team, Subcontractors, and material vendors; manage Reeves' work force, surveying, project documentation, manage safety compliance, traffic control; coordinating schedules with Superintendent, completion schedule and cost control reviews.</p> <p><u>US-29 over Norfolk Southern RR, Bridge Replacement, B-5136, Cabarrus County, NC</u></p> <p>Key Personnel Role: Project Manager</p> <p>Experience with Current Firm: Yes, Reeves Construction Co. (formerly HRI Bridge Company)</p> <p>Project/Assignment Duration: Project 2016 – 2020, Assigned 2019 – 2020</p> <p>Owner Contact Information: NCDOT, Jeb Smith, jssmith8@ncdot.gov, (704) 630-3220</p> <p>Design/Construction Value: \$ 14.3 Million</p> <p>Project Description: The Project included a temporary onsite detour for MOT with one multiple span detour bridge and roadway approaches in limited ROW to carry two lanes of traffic (22,000 AADT), staged replacement of one bridge in three phases over multiple track section of NSRR, and MSE retaining walls to accommodate the vertical adjustment of the roadway.</p>	

The bridge included steel pile foundations, concrete girders, CIP bridge decks, and church window CIP barrier rail. Baxter's responsibilities included coordination with Owner, NSRR, Subcontractors, and material vendors; manage Reeves' work force, surveying, project documentation, manage safety compliance, traffic control, coordinate schedules with Superintendent, complete schedule and cost control reviews.

I-95 SBL Bridge Rehabilitation over Great Pee Dee River, Project ID # P028312

Key Personnel Role: Project Engineer
Experience with Current Firm: Yes, Reeves Construction Co. (formerly HRI Bridge Company)
Project/Assignment Duration: Project 2016 – 2017, Assigned 2016 – 2017
Owner Contact Information: SCDOT, Jason Thompson, PE (No longer employed with SCDOT, now at Horry County Government) Thompson.Jason@horrycounty.org, (843) 915-5160
Design/Construction Value: \$ 3.3 Million
Project Description: The I-95 Rehabilitation Project, was a Design-Bid-Build project, managed by SCDOT. Our Team was tasked with a fast-paced project with limited access to a 3,043 lf two lane bridge on high volume, interstate I-95 (53,000 AADT). The scope included class II deck repairs, LMC overlay, joint replacement, and bearing painting and repairs. Baxter's specific responsibilities included coordination with owners, scheduling self-perform crews and subcontractors, cost control, project documentation, managing safety and traffic control.

US-17 (Future I-140 - Wilmington Bypass), R-2633BA, Brunswick County, NC

Key Personnel Role: Project Engineer
Experience with Current Firm: Yes, Reeves Construction Co. (formerly HRI Bridge Company)
Project/Assignment Duration: Project 2014 – March 2018, Assigned 2015 – 2016
Owner Contact Information: NCDOT, Alex Stewart, adstewart2@ncdot.gov, (919) 814-4933 | Prime Contractor, Barnhill Contracting Company
Design/Construction Value: \$ 82 Million, Reeves' Subcontract value for portion of project: \$ 23.0M
Project Description: The project included 4.6 miles of new alignment roadway with nine bridge structures in Leland, NC area. Reeves' scope included constructing a combination of bridge structures spanning over CSXT RR, wetlands/water crossings, and grade separations. Scope included steel pile, concrete pile, and 155 ft deep drilled shaft foundations; CIP substructure and RR crash walls; concrete and structural steel girders; CIP bridge decks; etc. Baxter's responsibilities included coordination with Owner, Prime, 2nd tier Subcontractors, and material vendors; manage Reeves' work force, surveying, project documentation, safety management, coordinate schedules with Superintendent, complete schedule and cost control reviews.

NC-11 over Cape Fear River and overflows, B-4028, Bladen County, NC



Key Personnel Role: Project Engineer
Experience with Current Firm: Yes, Reeves Construction Co. (formerly HRI Bridge Company)
Project/Assignment Duration: Project Fall 2012 – June 2017, Assigned Jan. 2013 – Dec. 2016
Owner Contact Information: NCDOT, Blythe Jordan, bljordan@ncdot.gov, (910) 788-5300
Design/Construction Value: \$ 16.4 Million
Project Description: The project included 1.3 miles of new alignment roadway with three bridge structures spanning the Cape Fear River (1,275 lf) and overflows (375 lf, 375 lf). **While maintaining traffic thru the project, the new alignment was constructed adjacent to the existing, shifted traffic to the new alignment, and then completed the demolition and removal of the existing three bridge structures and roadway in Kelly, NC area.** The bridges included steel pile foundations, concrete and structural steel girders, CIP bridge decks, etc., with all the bridges constructed from temporary work trestles and/or barges. Baxter's responsibilities included coordination with Owner, Subcontractors, and material vendors; manage Reeves' work force, surveying, project documentation, safety management, traffic control, coordinate and complete schedule and cost control reviews.

- 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.

Baxter McLean is currently assigned to manage these projects as the Project Manager:

- SR-307 DDI Interchange, GDOT, Duties to conclude – December 2023

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
<p>a. Name & Title: Larry Kevin Austin, PE Project Delivery Leader</p>	
<p>b. Role of Key Individual for this Project: Lead Design Engineer</p>	
<p>c. Name of Firm with which you are now associated: Rummel, Klepper & Kahl, LLP</p>	
<p>d. Years of Experience: With this Firm <u>0.5</u> Years With Other Firms <u>33</u> Years</p> <p>RK&K: Project Delivery Manager –Provides oversight of various traditional design-bid-build and design-build transportation projects. He provides management, coordination and collaboration of in-house experts specializing in roadway, structural, and hydrology design, 2022-Present N V S: Structures Group Manager/Project Manager, 2018 to 2022 Mulkey, Inc.: Multiple Roles (1994 to 2018)</p> <ul style="list-style-type: none"> Structures Group Manager/Project Manager – After company reorganization, responsible for the profit and loss of the group; supervise staff of 5 engineers and technicians; responsible for managing staff size, business development and client management; and sealing structure designs and plans, 2010-2018 Transportation Services Manager/Project Manager – Responsible for the profit and loss of the groups; managed a staff of as many as 22 planners, bridge, roadway, and water resources engineers, managed staff size, business development and client management; and sealing structure designs and plans, 2003 – 2010 Structures Group Manager/Project Manager – Responsible for the profit and loss of the group; supervise staff of 4 engineers and technicians; responsible for managing staff size, business development and client management; and sealing structure designs and plans, 2001 – 2003 Project Manager/Project Engineer – Responsible for the profit and loss of structures projects; supervising one technician, invoicing projects, marketing clients, resolving project issues with clients, and sealing structure designs and plans, 1994 – 2001 <p>AECOM: Multiple Roles (1989 to 1994)</p> <ul style="list-style-type: none"> Engineer I – Responsible for interaction with clients, managing technicians, independent structure designs and supervising plan production, 1992-1994 Designer II – Responsible for computations and managing technicians to produce sealed structure plans, 1989-1992 	
<p>e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): North Carolina State University/ Raleigh, North Carolina / Master of Science / 1993 / Management North Carolina State University/ Raleigh, North Carolina / Bachelor of Science / 1988 / Civil Engineering</p>	
<p>f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2000 / SC / Professional Engineer / 20591; 1994/ NC / Professional Engineer / 019661; 2005/ GA / Professional Engineer / PE030150; 1995/ VA / Professional Engineer / 0402025953</p>	
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <p><u>SCDOT Closed and Load Restricted Bridge Design-Build Package 2021-1, District 4 - Cherokee, Chester, Fairfield, and Union Counties, SC</u></p> <p>Key Personnel Role: QA/QC Manager Experience with Current Firm: Yes, RK&K Project/Assignment Duration: Project 2021-2024, Assigned 2022-2024 Owner Contact Information: SCDOT, Michael Pitts, pittsme@scdot.org, (803) 737-2566 Design/Construction Value: \$15 Million</p> <p>Project Description: As Lead Designer for Reeves (Sloan), RK&K is designing eight individual design-build bridge replacements. The scope required to replace the existing bridges includes design efforts from our roadway, bridge, hydrology, and geotechnical staff. RK&K manages the subconsultants in charge of utility coordination, right-of-way, surveys, and permitting.</p> <p>As QA/QC Manager, Kevin is responsible for all aspects of quality control for this contract. He oversees project deliverables and facilitates our internal QA/QC Process, checking to ensure plans are complete and meet project scope requirements. Kevin also tracks project budgets and schedules and maintains the project records. He works closely with our subconsultants, coordinating their efforts and managing their invoicing in addition to our billings to the client. In addition to coordination with SCDOT, he provides leadership and oversight for a group of multi-discipline engineers and technical staff.</p>	

SCDOT SC 5 over Tools Fork Creek Bridge Replacement, York County, SC

Key Personnel Role: Structural Project Manager
Experience with Current Firm: No, NV5 Engineers
Project/Assignment Duration: Project: 2015 – 2018, Assigned: 2015 – 2018
Owner Contact Information: SCDOT, Berry Mattox, PE, mattotxb@scdot.org, (803) 737-2776
Design/Construction Value: \$3.5 Million

Project Description: This project included environmental, planning, and design services for the replacement bridge on SC 5 (West Main Street/York Hwy) over Tools Fork Creek. Services included surveys, SUE, environmental studies and NEPA documentation (CE), permitting, utility coordination, hydraulic design, roadway and bridge design.

Kevin was the structural lead on this project. He was the engineer of record for a three-span composite continuous for live load prestressed concrete Type III AASHTO girder bridge 190 feet in length. The bridge has a two-bar metal rail to provide for bicycle traffic, used steel pile foundations at the end bents and drilled shafts at the interior bents.

SC 72 Over Sandy River Bridge Replacement, Chester County, SC

Key Personnel Role: Structural Project Manager
Experience with Current Firm: No, NV5 Engineers
Project/Assignment Duration: Project: 2015 – 2018, Assigned: 2015 – 2018
Owner Contact Information: SCDOT, Berry Mattox, PE, mattotxb@scdot.org, (803) 737-2776
Design/Construction Value: \$4.82 Million

Project Description: The project environmental, planning, and design services for the replacement bridge on SC 72 (West End Road) over the Sandy River. The site included a relatively low concentration of utilities, including a buried TruVista communications line, overhead power, and Chester County Natural gas line. Due to the high volume of traffic and lack of viable off-site detour routes, the new bridge was replaced on new alignment immediately north of the existing bridge, while traffic was maintained on the existing bridge during construction.

Kevin served as the structural project manager, responsible for sealing the design calculations, plans and special provisions for a five-span composite continuous for live load prestressed concrete Type III AASHTO girder bridge 410 feet in length. The bridge has a two-bar metal rail to provide for bicycle traffic, used steel pile foundations at the end bents and drilled shafts at the interior bents.

Six Bridge Replacements, Hertford & Northampton Counties, NC

Key Personnel Role: Overall Project Manager
Experience with Current Firm: No, NV5 Engineers
Project/Assignment Duration: Project: 2010 - 2013 Assigned: 2010 - 2013
Owner Contact Information: NCDOT Division 1, John Abel, jabel@ncdot.gov, (252) 482-1851
Design/Construction Value: \$3.88 Million

Project Description: This design-build project involved the replacement of six bridges at various locations in Hertford and Northampton Counties. All the bridges consisted of a prestressed concrete superstructure supported on pile foundations. The bridges were replaced in-place using an off-site detour to maintained traffic.

Kevin served as the overall project manager responsible for coordination with the contractor, sealing the design calculations, plans and specifications on four of the bridges and coordination with other staff responsible for surveying, environmental services, permit drawings, roadway design, SUE and utility coordination services, as well as the subconsultant responsible for the structure design on two of the bridges, geotechnical investigation, TCP and ROW acquisition.

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.

Kevin is not required to be on-site during construction. However, he will attend all routine project meetings in person.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
<p>a. Name & Title: Marvin Fletcher Leatherwood General Superintendent</p>	
<p>b. Role of Key Individual for this Project: Construction Manager</p>	
<p>c. Name of Firm with which you are now associated: Reeves Construction Company</p>	
<p>d. Years of Experience: With this Firm <u>8</u> Years With Other Firms <u>23</u> Years</p> <p>Reeves Construction Company: General Superintendent – Responsible for managing all bridge crews on projects in western NC, SC, and GA. Coordinate material and equipment needs across multiple bridge projects simultaneously. Attend jobsite and operations meetings, assist project managers with technical requirements, project scheduling, and operational supervision of crews, 2019 – Present</p> <p>Blythe Development Company: Superintendent – Helped start up bridge division. Responsible for managing crews on multiple projects, coordination between projects, and subcontractors. Helped develop crane operation evaluation program and performed crane operator evaluations, 2011 – 2019</p> <p>Dane Construction: Project Superintendent – Responsible for managing multiple bridge crews, overseeing roadway subcontractors, coordinating crews, and overseeing crew safety, 2009 – 2010</p> <p>Reeves Construction Company: Project Superintendent – Responsible for supervising multiple bridge crews and subcontractors, planning and scheduling materials and subcontractors. In addition, worked closely with project manager to provide onsite supervision and coordination of roadway-related subcontractors, and oversaw project safety, 2004 – 2009</p> <p>Blythe Construction, Inc.: Foreman to Bridge Superintendent – Responsible for supervising assigned projects and crew(s), ordering material, supervising subcontractors on-site, and critical lift planning, 2000 – 2003</p> <p>Jones Brothers, Inc.: Bridge Superintendent – supervised crews, coordinated materials, subcontractors, critical lift planning, 1999 – 2000</p> <p>Crowder Construction Company: Supervisor – Responsible for running a bridge crew, ordering materials, supervising subcontractors, and scheduling crews, 1998</p> <p>Blythe Construction, Inc.: Crane Operator – Responsible for safely operating assigned cranes and screed setups, critical lift planning, and other tasks as assigned by Supervisor, 1991 – 1998</p>	
<p>e. Education: High School Equivalency Diploma</p>	
<p>f. Active Registrations: N/A</p>	
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <p><u>SCDOT Closed or Load Restricted Bridges Design-Build Package 2020-1, Contract # 8850470, District 2, Abbeville, Greenwood, Laurens, McCormick, Newberry, and Saluda Counties, SC</u></p> <p>Key Personnel Role: Construction Manager</p> <p>Experience with Current Firm: Yes, Reeves Construction (formerly as Sloan Construction)</p> <p>Project/Assignment Duration: Project: 2020 – 2023, Assigned: 2020 – 2023</p> <p>Owner Contact Information: SCDOT, Jeremy Hodges, hodgesjt@scdot.org, (864) 889-8031</p> <p>Design/Construction Value: \$ 18 Million</p> <p>Project Description: The project includes the design and construction to replace 16 bridges, ranging from 60 ft to 160 ft in length, and roadway approach adjustments. Marvin is responsible for all construction activities including coordinating Reeves' internal bridge, roadway and paving crews, scheduling subcontractors, safety compliance reviews, erosion control compliance reviews, and coordinating operations with the Project Manager.</p>	

I-77 High Occupancy Toll Lanes (PPP), Mecklenburg County, NC

Key Personnel Role: Bridge Superintendent
Experience with Current Firm: No, Blythe Development (Subcontractor to Sugar Creek Construction)
Project/Assignment Duration: Project 2014 – 2020, Assigned 2017 – 2018
Owner Contact Information: NCDOT, Eric “Nat” Hunter, ehunter@ncdot.gov, (980) 262-6202
Design/Construction Value: \$ 665 Million

Project Description: Project consisted of the widening of Bridge 110W (SB I-77 over NB I-77), the staged replacement of the Oaklawn Road Bridge over I-77, and pile driving for a flyover bridge. Included 8’ structural steel beams, severe skew, and inverted superelevation transition during deck pour. Marvin was responsible for supervision of three bridge crews, coordination with prime contractor, vendors, and subcontractors, and attended project meetings.

S-83 (Blacksburg Highway) over Buffalo Creek, Cherokee County, SC

Key Personnel Role: Bridge Superintendent, General Bridge Superintendent
Experience with Current Firm: No, Blythe Development
Project/Assignment Duration: Project 2015 – 2017, Assigned 2015 – 2017
Owner Contact Information: SCDOT, Mark Mathis, PE, MathisMW@scdot.org (864) 490-3233
Design/Construction Value: \$ 5.2 Million

Project Description: This project consisted of staged replacement of the existing structure over Buffalo Creek with a new five-span, 390-lf bridge and approaches. Project included drilled shaft and H-pile foundations and prestressed concrete girders. Marvin was responsible for bridge demolition, new bridge construction, supervision of two bridge crews, and coordination with roadway crews, vendors, and subcontractors.

SR-2601 (Macy Grove Rd) from South of SR-4319 (Industrial Park Dr) to North of SR-1005 (E Mountain Rd), Design-Build Project, U-2800, Forsyth County, NC

Key Personnel Role: Bridge Superintendent
Experience with Current Firm: No, Blythe Development
Project/Assignment Duration: Project 2012 – 2015, Assigned 2013 – 2015
Owner Contact Information: NCDOT, Wright R. Archer III, warcher@ncdot.gov, (336) 487-0000
Design/Construction Value: \$ 39 Million

Project Description: This Design-Build project consisted of widening Macy Grove Road to multi-lanes, extending the roadway on new location to north of East Mountain Street, and converting the grade separation at I-40 Business/US 421 to an interchange. The project required construction of three bridges (over I-40 Business/US 421, Norfolk Southern Railroad, and East Mountain Street) and included pile and drilled shaft foundations, integral abutments, structural steel and prestressed concrete girders. An existing bridge was demolished in one weekend. Marvin was responsible for the supervision of four bridge crews, coordinating with roadway crews, vendors, and subcontractors, and attended design-build progress meetings.

Baxter Street Bridge Relocation, PR ID # 512-06-010, City of Charlotte, NC

Key Personnel Role: Project Superintendent
Experience with Current Firm: Yes, Reeves Construction (formerly as Sloan Construction)
Project/Assignment Duration: Project 2008 – 2009, Assigned 2008 – 2009
Owner Contact Information: City of Charlotte, Chris Jiles, chris.jiles@charlottenc.gov, (704) 634-4881
Design/Construction Value: \$ 2.3 Million

Project Description: This project included a single-span, prestressed girder bridge on concrete abutments with curtain arches, architectural features, and the associated roadway and approaches along with two double barrel culvert extensions added by change order. Project included signalization, storm drain, flatwork, asphalt paving, pavement markings, and lighting. Marvin’s responsibilities included overall project supervision of roadway and bridge components, two self-perform crews, and assisting the project manager with means/methods, critical lifts, etc.

- 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.

Marvin Leatherwood is currently assigned Construction Manager of the SC CLRB 2020-1 D-B Project and will transition directly into the Construction Manager role for this project and will provide oversight of full-time on-site superintendents.

Appendix B

Work History and Quality Forms

(Section 3.5.1)



UNITED
INFRASTRUCTURE GROUP, INC.



REEVES



A COLAS COMPANY

RK&K

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Lead Contractor - Reeves Construction Company (Reeves)

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 Reeves 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 Reeves (in thousands)																																																			
Closed and Load Restricted Bridge Package 2020-1(D-B) Abbeville, Greenwood, Laurens, McCormick, Newberry & Saluda Cos. SC	Lead Contractor: Reeves Construction Company Lead Designer: RK&K	Name of Owner: SCDOT Project Manager: Brad Reynolds Phone: 803.737.1440 Email: ReynoldsBS@scdot.org	Construction Complete: 04/2023 Design Complete: 02/2022	\$ 18,427	\$ 18,427																																																			
g. Narrative describing the work performed by Reeves. If submitting work completed by an affiliated or subsidiary company of Reeves, identify the full legal name of the affiliate or subsidiary and their role on the Project.																																																								
<div></div>		<p>Reeves (managed by the Structures Region based in Blacksburg S.C.) is the prime contractor responsible for the design-build replacement of 16 individual bridges located throughout SCDOT District Two. As Low Volume structures, the bridges lengths range from 60’ to 160’, with the vast majority being single span structures, utilizing cored slab and box beam superstructures. Two of the bridges utilize a CIP concrete overlay while the remainder have asphalt overlays. The contract includes replacing the existing bridges and the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. Reeves is self-performing the demolition, pile installation (concrete and steel h-pile), all concrete work, erection of cored slabs and box beams, grading, drainage, and asphalt paving. Reeves teamed with RK&K to perform the design work on the project. Reeves has utilized as many as four bridge crews and two grading crews to perform the work. Construction of 14 bridges have been complete with the remaining two bridges are under construction. One of the bridges is scheduled for completion in late January 2023, with the final bridge completed in early April 2023, nearly <u>five months ahead of the contract completion date of August 26, 2023.</u></p> <div><p>Key Project Relevancies:</p><ul style="list-style-type: none">☑ Design-Build Delivery☑ Bridge Replacements☑ Cored Slab and Box Beam☑ Demolition☑ Detours☑ Roadway Design☑ Structure Design☑ Geotechnical☑ Drainage / E&SC☑ Traffic / MOT☑ Right of Way Acquisition☑ Utility Coordination☑ Environmental/Permitting☑ Public Involvement<p>Team Members Involved:</p><p>Reeves – Smitty Helms, David Rhodes RK&K - Chris Jordan, David Peterson, Randall Mungo, Kelly Hawkins for the entire duration of the project.</p></div> <table><thead><tr><th></th><th>Bridge</th><th>Length</th></tr></thead><tbody><tr><td>1</td><td>S-218 over Br. Penny Creek</td><td>70'</td></tr><tr><td>2</td><td>S-96 over Shanklin Creek</td><td>125'</td></tr><tr><td>3</td><td>S-95 over Camp Creek</td><td>70'</td></tr><tr><td>4</td><td>S-110 over North Lick Creek</td><td>60'</td></tr><tr><td>5</td><td>S-34 over Millers Fork Creek</td><td>160'</td></tr><tr><td>6</td><td>S-340 over Mountain Creek</td><td>80'</td></tr><tr><td>7</td><td>S-34 over Rocky Creek</td><td>70'</td></tr><tr><td>8</td><td>S-52 over Rocky Creek</td><td>90'</td></tr><tr><td>9</td><td>S-272 over Second Creek</td><td>120'</td></tr><tr><td>10</td><td>S-272 Trib. to Second Ck.</td><td>90'</td></tr><tr><td>11</td><td>S-277 over Branch of Big Beaver Dam Creek</td><td>70'</td></tr><tr><td>12</td><td>S-342 Big Beaver Dam Ck.</td><td>80'</td></tr><tr><td>13</td><td>S-211 over Richland Creek</td><td>70'</td></tr><tr><td>14</td><td>S-281 over Trib./Lake Murray</td><td>70'</td></tr><tr><td>15</td><td>S-37 over Rocky Creek</td><td>70'</td></tr><tr><td>16</td><td>S-78 over Persimmon Creek</td><td>70'</td></tr></tbody></table>					Bridge	Length	1	S-218 over Br. Penny Creek	70'	2	S-96 over Shanklin Creek	125'	3	S-95 over Camp Creek	70'	4	S-110 over North Lick Creek	60'	5	S-34 over Millers Fork Creek	160'	6	S-340 over Mountain Creek	80'	7	S-34 over Rocky Creek	70'	8	S-52 over Rocky Creek	90'	9	S-272 over Second Creek	120'	10	S-272 Trib. to Second Ck.	90'	11	S-277 over Branch of Big Beaver Dam Creek	70'	12	S-342 Big Beaver Dam Ck.	80'	13	S-211 over Richland Creek	70'	14	S-281 over Trib./Lake Murray	70'	15	S-37 over Rocky Creek	70'	16	S-78 over Persimmon Creek	70'
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h. Self-Assessment. The information provided in this section should be a self-assessment of Reeves performance on the project to identify Reeves with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Reeves that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.																																																								
<p>Project will be completed ahead of schedule. Reeves has utilized steps such as using daily lane closures to perform clear and grub operations to allow utility relocation ahead of closing the road when possible. This minimizes the amount of time road is closed to local residents and allows flexibility in scheduling relocation work with the multiple utility providers involved with these projects. Self-performing the bridge, grading, and paving gave Reeves the ability and flexibility to schedule crews efficiently without coordinating additional subcontractors. Working with our Engineer RK&K, we divided the 16 bridges into four design packages based on schedule requirements, possible utility relocations, equipment, and crew utilization. This streamlined design process allows multiple options for beginning work. If an issue would arise with utility or right-of-way on a given site, we were able to switch to another bridge site without delay. The Reeves Project Manager, Construction Manager and Project Engineer, during the pursuit phase and continuing through the completion of RFC drawings, reviewed proposed designs to ensure selection of foundation types, span lengths and girder types were the best fit for the site based on access, material resources and equipment availability and to most effectively utilize the repetitive nature of similar design to maximize productivity and materials. This integration of construction and design avoids last minute changes to the design that generates extra work and could delay the project. Prior to submittal of drawings to SCDOT, a Reeves Manager not assigned to the project performs an additional check for errors and constructability.</p>																																																								
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<p>Reeves is committed to constructing quality projects while maintaining the safety of our workers and the traveling public. Crews began each shift with a safety and planning meeting to discuss the work plan and safety hazards for the day, followed by a stretch and flex exercise. The project team holds weekly progress meetings to review cost and schedules, plan upcoming work, and review any near-misses or accidents from within the company or industry. Reeves uses weekly crew schedules that forecast the upcoming three weeks and are tied to the overall P6 project schedules to plan and monitor performance on all projects. In a weekly operations meeting between region management, project managers, and superintendents, schedules and issues are discussed by our entire team to tap into the experience of our management group and promptly identify problems and solutions. Reeves utilizes daily and weekly cost reporting to communicate activity performance to both crews and management and allow for adjustments as work progresses.</p>																																																								
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Reeves shall provide a detailed explanation below: N/A																																																								


WORK HISTORY AND QUALITY FORM – CONTRACTOR
United Infrastructure Group, 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 United’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 United (in thousands)
US 521 over Big Pine Creek, Kershaw County, SC	Lead Contractor: United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: Wade Warr Phone: 803-968-2293 Email: warrwh@scdot.org	Construction: 12/2023 (Est.)	\$7,462	\$7,462
g. Narrative describing the work performed by UIG. If submitting work completed by an affiliated or subsidiary company of UIG, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<div><p>UIG is the prime contractor and is managing all aspects of this project consisting of the staged replacement of the bridge on US 521 over Big Pine Creek in Kershaw County, SC. The project is currently 70% complete and on schedule. Completion of the new bridge is anticipated this summer, with Substantial Completion in late 2023.</p><p>This bridge replacement project, located in Camden, is the staged construction of a new bridge on heavily-traveled US 521. The bridge crosses over Big Pine Creek and the surrounding ESA. To minimize environmental and ROW impacts, US 521 is reduced from four lanes down to two for construction of the replacement structure. The new bridge is a 240 foot long and 86 foot wide three span bridge with prestressed concrete girders and foundations consisting of pile and drilled shafts. Staging of the bridge and roadway construction requires significant MOT and temporary work, including temporary crossovers, approximately 2,500 feet of temporary concrete barrier, and 600 lineal feet of temporary shoring. The project also includes grading, erosion control, asphalt paving, drainage, pavement markings, and both water and sewer utility relocations. Temporary shoring will be installed in stage 1 before any construction begins, and will be extracted before phase 2 begins. Temporary Barrier Wall will be anchored in Stage 1 to the old bridge for safety of the traveling public but not necessary during Stage 2 (new Bridge) construction. Roadway is 0.30 miles in total. A Wire Basket Wall will be installed to support the significant grade change during phase construction. Fine Grading of road bed will take place before Intermediate and Surface Asphalt mixes are placed. Temporary drainage will be installed to minimize erosion. Water and Sewer Line Relocations included in bid. UIG will utilize temporary widening and temporary crossovers for traffic shift.</p><p>Both phases will demand extensive amount of erosion control items due to the super elevated horizontal curve.</p></div> <div><div><p><u>RELEVANCE</u></p><ul style="list-style-type: none">✓ Staged bridge construction✓ Heavy Traffic✓ Accelerated design and construction✓ ROW and Utility Coordination✓ Working near/over environmentally sensitive areas</div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of UIG’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The most successful aspects of this project were directly attributable to maintaining control of as many site activities as possible, assimilating highly experienced and committed resources, having additional supplemental resources available when needed, routine and effective communication and collaboration, and early identification and abatement of issues. When these measures were not implemented, project delivery was adversely impacted. Likewise, UIG learned that utilizing subcontractors that do not share our same culture/commitment and/or with whom there is no established long-term working relationship led to some poor results from a schedule and cooperation perspective. Nonetheless, despite UIG’s shortcomings and lessons learned on this project and several other adversities, all sites were successfully completed in a quality manner without any claims, dispute proceedings, litigation and arbitration, and with no additional cost to SCDOT.</p>					
i. Quality Initiatives. Discuss UIG’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 most important initiative implemented was to resolve all matters openly and honestly with SCDOT and setup clear lines of communication between us. Open communication and set expectations of subcontractors proved extremely valuable. Schedules were routinely disseminated and followed up on to ensure the work is on track and done right the first time. UIG worked closely with SCDOT during construction to identify any items of concern and address prior to that item being installed leading to several design changes that improved the project. Any quality issues that were discovered during construction were documented/vetted and rectified quickly to the SCDOT’s approval.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, UIG shall provide a detailed explanation below.					
N/A					

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Lead Designer – Rummel, Klepper & Kahl, LLP (RK&K)

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 RK&K’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 RK&K (in thousands)
Closed & Load Restricted Bridge Package 2020-1(D-B) Abbeville, Greenwood, Laurens, McCormick, Newberry & Saluda Cos. SC	Lead Contractor: Reeves Construction Company Lead Designer: RK&K	SCDOT Brad Reynolds 803.737.1440 ReynoldsBS@scdot.org	Construction Complete: 04/2023 Design Complete: 02/2022	\$18,427	\$2,800

g. Narrative describing the work performed by RK&K. If submitting work completed by an affiliated or subsidiary company of RK&K, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether RK&K was the lead designer or a sub-consultant.

	RK&K provided the design services for the replacement of 16 individual bridges located throughout SCDOT District Two.											
	As Low Volume structures, the bridges lengths range from 60’ to 160’, with the vast majority being single span structures, and utilizing cored slab and box beam superstructures. The contract includes replacing the existing bridges and the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. Our team has completed the design of all 16 bridges in this package. All construction will be complete in April of 2023.											
	Scope of Services: Design services were performed in our Columbia office with support from our Raleigh, NC office. Design services included roadway, bridge, load rating, seismic, hydraulics, geotechnical, utility coordination, right of way services, surveys, and permitting. In addition to the construction of new the bridges, construction services also included demolition, removal, and disposal of the existing bridge structures.											
	Structure Design: RK&K’s structural engineers prepared final structure plans for all bridges. By adhering to SCDOT's requirements, focusing on innovative design, and implementing inventive construction methods, the Team minimized the bridge lengths, superstructure depths, approach lengths, and typical section widths to minimize the required ROW.											
	Maintenance of Traffic & Detour Plans, Pavement Markings, & Signing Plans: RK&K was responsible for pavement marking plans and signing plans. All of the bridges were off-site detours.											
Hydrology & Hydraulic Design Control / Erosion & Sediment Control: RK&K’s water resources engineers are responsible for erosion control plans, HEC-RAS modeling, bridge hydraulic design, scour analysis, and drainage design.												
h. Self-Assessment. The information provided in this section should be a self-assessment of RK&K’s performance on the project to identify RK&K with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designer that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.												
Exceptional performance on this project began with RK&K’s coordination with the contractor to develop plans that minimized impacts to: utilities; environmental features; and proposed rights-of-way and easements. To facilitate this minimization, we optimized alignments and profiles, while at the same time adhering to SCDOT guidelines. To date, all design packages have been submitted on schedule, and review comments received have been minimal.												
i. Quality Initiatives. Discuss RK&K’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.												
<table><tr><th>Bridge</th><th>Roadway</th><th>Hydraulics</th><th>Geotechnical</th></tr><tr><td>Added strands in SCDOT standard cored slabs to meet load rating requirements; Incorporated reinforcing for SCDOT’s new MASH Barrier standard into the NC box beam plans and the SCDOT cored slab standards; Detailed superelevated caps as offset from the centerline to correctly locate beams; Included extra detailing for cored slabs on skew as SCDOT standards do not accommodate skews; Incorporated very specific details in AASHTO Ware to meet the Load Rating Guidance document.</td><td>Highest number in the clear zone limits were provided; Guardrail included on all four bridge quadrants even when adequate clear zone was available; Included cross pipes on cross sections.</td><td>Piped ditches to minimize Right of Way; Flanked bridges with cross line pipes to match existing headwater when overtopping could not be achieved.</td><td>Performed more borings than required in PCDM 11 for Low Volume bridges at locations with variations in top of rock elevations; Scour line place above top of rock elevation where non-scourable crystalline rock is present; Geotextile fabric required for slope stability where warranted by scour.</td></tr></table>					Bridge	Roadway	Hydraulics	Geotechnical	Added strands in SCDOT standard cored slabs to meet load rating requirements; Incorporated reinforcing for SCDOT’s new MASH Barrier standard into the NC box beam plans and the SCDOT cored slab standards; Detailed superelevated caps as offset from the centerline to correctly locate beams; Included extra detailing for cored slabs on skew as SCDOT standards do not accommodate skews; Incorporated very specific details in AASHTO Ware to meet the Load Rating Guidance document.	Highest number in the clear zone limits were provided; Guardrail included on all four bridge quadrants even when adequate clear zone was available; Included cross pipes on cross sections.	Piped ditches to minimize Right of Way; Flanked bridges with cross line pipes to match existing headwater when overtopping could not be achieved.	Performed more borings than required in PCDM 11 for Low Volume bridges at locations with variations in top of rock elevations; Scour line place above top of rock elevation where non-scourable crystalline rock is present; Geotextile fabric required for slope stability where warranted by scour.
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j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, RK&K shall provide a detailed explanation below.												
N/A												

Key Project Relevancies

✓ Design-Build Delivery

✓ Bridge Replacements

✓ Cored Slab and Box Beam

✓ Demolition

✓ Detours

✓ Roadway & Structure Design

✓ Geotechnical

✓ Drainage / E&SC

✓ Traffic / MOT

✓ Right of Way Acquisition

✓ Utility Coordination

✓ Environmental/Permitting

✓ Public Involvement

Personnel

RK&K - Chris Jordan, Justin Lyles, Randall Mungo, Kelly Hawkins

Reeves – Ron Barger, Marvin Leatherwood, Smitty Helms

	Bridge	Length	Spans	Type
1	S-218 over Br. Penny Creek	70'	Single	Cored Slab
2	S-96 over Shanklin Creek	125'	30’-95’	Box Beam
3	S-95 over Camp Creek	70'	Single	Cored Slab
4	S-110 over North Lick Creek	60'	Single	Cored Slab
5	S-34 over Millers Fork Creek	160'	30’-100’-30’	Box Beam
6	S-340 over Mountain Creek	80'	Single	Box Beam
7	S-34 over Rocky Creek	70'	Single	Cored Slab
8	S-52 over Rocky Creek	90'	Single	Box Beam
9	S-272 over Second Creek	120'	50’-70’	Cored Slab
10	S-272 Trib. to Second Ck.	90'	Single	Box Beam
11	S-277 over Branch of Big Beaver Dam Creek	70'	Single	Cored Slab
12	S-342 Big Beaver Dam Ck.	80'	Single	Box Beam
13	S-211 over Richland Creek	70'	Single	Cored Slab
14	S-281 over Trib./Lake Murray	70'	Single	Cored Slab
15	S-37 over Rocky Creek	70'	Single	Cored Slab
16	S-78 over Persimmon Creek	70'	Single	Cored Slab

Key Project Relevancies

- ✓ Design-Build Delivery
- ✓ Bridge Replacements
- ✓ Cored Slab and Box Beam
- ✓ Demolition
- ✓ Detours
- ✓ Roadway & Structure Design
- ✓ Geotechnical
- ✓ Drainage / E&SC
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16	S-78 over Persimmon Creek	70'	Single	Cored Slab

WORK HISTORY AND QUALITY FORM – DESIGNER
Rummel, Klepper & Kahl, LLP (RK&K)

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 Designer’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 Designer(in thousands)
Monroe Bypass Design-Build Project Union/ Mecklenburg Counties, North Carolina	Lead Contractor: United Infrastructure Group Lead Designer: RK&K	North Carolina Department of Transportation Project Manager: Malcolm Watson, PE, Design-Build Engineer 919.707.6614 mewatson@ncdot.gov	Design Completed: 2017 Construction: 2020	\$464,000	\$19,000
g. Narrative describing the work performed by Designer.					
			<p>As Lead Designer for one of North Carolina’s largest design-build projects, RK&K and the Monroe Bypass Constructors team, which included United and Reeves, designed and constructed this \$464M, 19.7-mile new alignment toll road with 37 bridges and eight interchanges. The Monroe Bypass will improve mobility and capacity by providing a facility for the US 74 corridor that allows for high-speed regional travel while maintaining access to properties along existing US 74. The design was prepared and managed by RK&K. The project consists of providing all design, construction, and quality functions for this toll facility extending from US 74 near I-485 in Mecklenburg County to US 74 between the towns of Wingate and Marshville in Union County. The structures involved a variety of bridge types including single-span over passes and multiple-span bridges over creeks with precast and structural steel girder types. Foundations for the bridges included drilled shaft, 14" H-pile, and 18" pipe pile. This project included unique utility and ROW challenges that had to be accommodated for in design. With extensive aesthetics involved, the project includes 37 bridges (26 sites with 11 duals), 45 culverts, and three sound barriers.</p> <div><p>Key Project Relevancies:</p><div><div><input checked="" type="checkbox"/> Design-Build Delivery</div><div><input checked="" type="checkbox"/> Freeway/Interstate/Complex MOT</div><div><input checked="" type="checkbox"/> Staged Construction</div><div><input checked="" type="checkbox"/> Demolition</div><div><input checked="" type="checkbox"/> Environmental Permitting</div></div><div><div><input checked="" type="checkbox"/> Right of Way Acquisition</div><div><input checked="" type="checkbox"/> Utility Conflicts</div><div><input checked="" type="checkbox"/> Hazardous Materials</div><div><input checked="" type="checkbox"/> Coordination with Adjacent Projects</div></div></div>		
h. Self-Assessment. The information provided in this section should be a self-assessment of Designer’s performance on the project to identify Designers with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Designers that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Exceptional performance on this project began with RK&K’s impressive technical score of 93% during the design-build selection process. The RK&K design team remained committed to the project through two delays that stopped design work for a total of three years. Throughout the delays, which were due to a lawsuit, our team remained engaged in the project. RK&K developed detailed MOT plans and bridge phasing to work around utility and ROW conflicts. The designers and contractors also worked closely together during the construction phase to find way to combine concrete pours in both the substructure and the superstructure to shorten the duration of bridge construction by several weeks.					
i. Quality Initiatives. Discuss the Designer’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.					
A key aspect of maintaining schedules and budgets on all projects is the preparation of an effective initial design in order to avoid the delays and additional costs created by redesign. RK&K prepared a Design Quality Management Plan (DQMP) specifically for the Monroe Bypass project. A major element of this plan was that all design submittals (including those from subconsultants) would go through an Interdisciplinary Review process. This process minimized the likelihood of conflicts between the different design disciplines, thus avoiding time-consuming resubmittals of the plans and costly constructability issues in the field. Another major element of the DQMP was the use of “check prints,” requiring every sheet to be checked, revised, back-checked, and approved prior to being submitted for review. In addition, internal audits were performed to ensure the plan was followed. To monitor our progress against the design schedule, RK&K prepared a CPM schedule utilizing Microsoft Project and updated it regularly to include actual submittal dates versus projected. This allowed our team to see if an activity was becoming critical well in advance of it becoming an emergency.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Designer shall provide a detailed explanation below.					
N/A					

Appendix C

Work History and Quality Forms

(Section 3.5.2)



UNITED
INFRASTRUCTURE GROUP, INC.



REEVES

A COLAS COMPANY



RK&K



Quality of Past Performance (Section 3.5.2)

Number	Question	United	Reeves	RK&K
3.5.2 (a)	Has the Lead Contractor or any member of the joint venture been declared delinquent or placed in default on any Project?	No	No	N/A
3.5.2 (b)	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	No	N/A
3.5.2 (c)	Have any design-build projects or projects of similar scope been delayed more than 30 days such that liquidated damages were assessed?	Yes	No	No
3.5.2 (d)	Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	No	No	N/A
3.5.2 (e)	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	No	N/A
3.5.2 (f)	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	Yes
3.5.2 (g)	Has the Lead Designer filed legal proceedings against the Lead Contractor, or vice versa, on a design-build contract?	No	No	No

United (In response to 3.5.2 (c) above) | Of United's 100+ projects in the past five years, only five projects were finished behind schedule where LDs were assessed as listed below. The root cause in most instances was unknown conditions beyond the control of the design-build team. The primary strategy to mitigate such events on future projects is to perform extensive site evaluations during the pre-bid and design phases to discover and abate issues with intelligent design and construction approaches. When new issues are discovered during construction, our design-build team and the client are immediately alerted and engaged to mutually determine the best path forward to minimize schedule and cost impacts. When unavoidable schedule impacts occur, we typically mitigate these by increasing the level of effort of our existing resources and allocating additional resources to recover lost time and recover the schedule.

Project Information	Details
SCDOT Bridge Replacements "Package E" - Several Counties, SC (2019)	Minor interim LDs were assessed on 7 of 12 sites, and significant LDs of 475 days occurred on one site due to major design and unknown subsurface issues. The entire package of 12 sites with 13 bridges and the entire contract was completed only 83 days behind the contract schedule, and despite the issues, there were no disputes or claims.
GDOT FY 17 Bridge Batch 1 – Various Counties, GA (2020)	Minor interim LDs were assessed on a few sites, but the entire batch of 7 bridges and the entire contract was completed on time without any LDs, disputes, or claims.
GDOT FY 17 Bridge Replacements Batch 2 – Various Counties, GA (2020)	Minor interim LDs were assessed for a few sites, but the entire batch of 6 bridges and the entire contract was completed on time without any LDs, disputes, or claims.

RK&K (In response to 3.5.2 (f) above) | RK&K offers the following response to the question and as requested within the RFQ.

Project Information	Details
RK&K, Delaware River & Bay Authority (DRBA), Bridge 6	The owner and RK&K have engaged in the dispute resolution process of the contract regarding the alleged design errors and omissions. The parties have participated in mediation but were unable to resolve the matter. The Owner has sent its notice to proceed with arbitration, but there is currently no timeline for if or when arbitration will occur. RK&K and the owner are working to schedule a second mediation to hopefully resolve the dispute.

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
United Infrastructure Group (United)

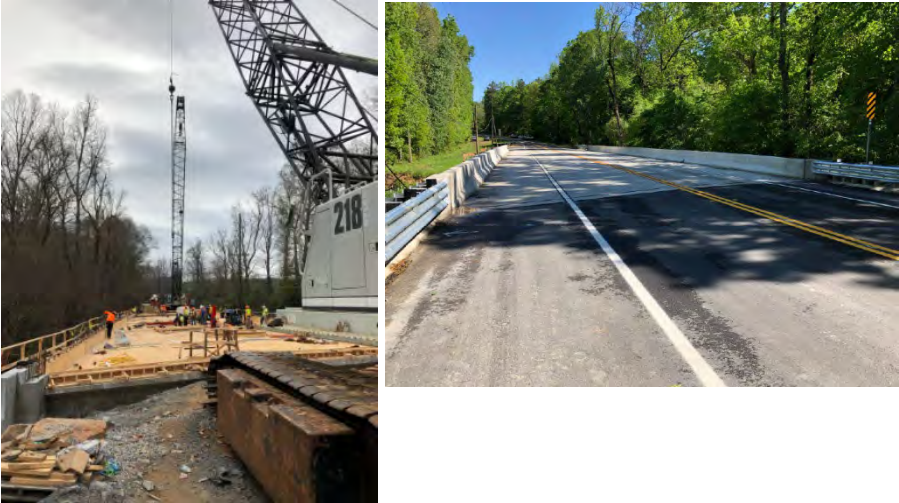
a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)												
Federal Aid Bridge Replacement Project Package E Cherokee, Chester, Fairfield, Lancaster, and York Counties, SC	United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: Shane Parris Phone: 864-489-5760 Email: parrissl@scdot.org	2019 - Construction 2015 - Design	\$53,080	\$53,080												
g. Narrative describing the work performed by United. If submitting work completed by an affiliated or subsidiary company of United, identify the full legal name of the affiliate or subsidiary and their role on the Project.																	
United managed and performed all aspects of this design-build bridge replacement project consisting of 12 sites with 13 bridges in 5 counties totaling 4048 LF of bridge, 184,704 SF of deck, 39 spans, 4 miles of roadway, and the bridge demolitions, as well as steel pile, concrete pile, and drilled shaft foundations, reinforced concrete substructures, and flat slab, cored slab, and concrete and steel beam superstructures. United managed and self-performed all work described below except as noted herein:																	
<table><tr><td>• S-12-77 (Hightower Road) over Fishing Creek - 405’-2” Type III and 65” Modified BT Girder Bridge</td><td>• S-46-64 (Lincoln Rd) and S-46-732 (Boyd Rd) over Allison Creek and Calabash Branch - 220’ and 140’ Cored Slab Bridges</td></tr><tr><td>• S-12-141 (Brooklyn Road) over Rocky Creek - 331’ 54” Bulb Tee Girder Bridge</td><td>• S-46-347 (Gordon Rd) over Stoney Fork Creek - 90’ Type III Girder Bridge</td></tr><tr><td>• SC 200 (Great Falls Hwy) over Wateree Creek - 325’ 54” Bulb Tee Girder Bridge</td><td>• I-85 Overpass over NSRR - 156’ Steel Girder Bridge</td></tr><tr><td>• SC 9 (Chester and Lancaster Hwy) over Catawba River - 1,424’-6” 54” MBT and Florida 78” BT Girder Bridge</td><td>• S-46-103 (Oak Park Rd) over Fishing Creek - 400’ Type III Girder Bridge</td></tr><tr><td>• SC 200 (Monroe Hwy) over Cane Creek - 180’ Type III Girder Bridge</td><td>• S-11-41 (Beech St) over Peoples Creek - 44’-6” Flat Slab Bridge</td></tr><tr><td>• S-46-22 (Pleasant Rd) over Steele Creek - 330’ 54” Bulb Tee Girder Bridge</td><td></td></tr></table>						• S-12-77 (Hightower Road) over Fishing Creek - 405’-2” Type III and 65” Modified BT Girder Bridge	• S-46-64 (Lincoln Rd) and S-46-732 (Boyd Rd) over Allison Creek and Calabash Branch - 220’ and 140’ Cored Slab Bridges	• S-12-141 (Brooklyn Road) over Rocky Creek - 331’ 54” Bulb Tee Girder Bridge	• S-46-347 (Gordon Rd) over Stoney Fork Creek - 90’ Type III Girder Bridge	• SC 200 (Great Falls Hwy) over Wateree Creek - 325’ 54” Bulb Tee Girder Bridge	• I-85 Overpass over NSRR - 156’ Steel Girder Bridge	• SC 9 (Chester and Lancaster Hwy) over Catawba River - 1,424’-6” 54” MBT and Florida 78” BT Girder Bridge	• S-46-103 (Oak Park Rd) over Fishing Creek - 400’ Type III Girder Bridge	• SC 200 (Monroe Hwy) over Cane Creek - 180’ Type III Girder Bridge	• S-11-41 (Beech St) over Peoples Creek - 44’-6” Flat Slab Bridge	• S-46-22 (Pleasant Rd) over Steele Creek - 330’ 54” Bulb Tee Girder Bridge	
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• S-46-22 (Pleasant Rd) over Steele Creek - 330’ 54” Bulb Tee Girder Bridge																	
Sites S-46-22, S-46-347, S-46-732, and S-46-103 were subcontracted to another bridge subcontractor. All roadway work on all sites was subcontracted to other road contractors. All other work as self-performed other than specialty work. All work was completed safely with no significant quality issues, on budget, and on time with exception of the sites noted below.																	
h. Self-Assessment. The information provided in this section should be a self-assessment of United’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.																	
The most successful aspects of this project were directly attributable to maintaining control of as many site activities as possible, assimilating highly experienced and committed resources, having excess resources available when needed, routine and effective communication and collaboration, and early identification and abatement of issues. When these measures were not implemented, project delivery was adversely impacted. Likewise, United learned that utilizing subcontractors that do not share our same culture/commitment and/or with whom there is no established long-term working relationship led to some poor results from a schedule and cooperation perspective. Nonetheless, despite United’s shortcomings and lessons learned on this project and several other adversities, all sites were successfully completed in a quality manner without any claims, dispute proceedings, litigation and arbitration, and with no additional cost to SCDOT.																	
i. Quality Initiatives. Discuss United’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.																	
Claims avoidance became very important and initiatives were implemented to resolve all matters openly and honestly with SCDOT. On the most successful of the sites, collaboration with all team members proved extremely valuable, along with very detailed budgets and schedules that were routinely disseminated. To ensure the work is done right the first time, United’s QC firm (ICE) remained integrally involved at all times during construction, and any quality issues discovered during construction were documented/vetted with SCDOT quickly. Due to the abnormal LDs incurred, UIG replaced and re-organized staff in the home office Construction Operations Department and at the project level.																	
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, United shall provide a detailed explanation below.																	
United was assessed the following LDs: S-12-141 for delays encountered in the relocation of an existing sewer line, SC 200 (83 days, \$124,500) for improper ready mix concrete supplied to site which required removal/replacement plus there were excessive rain days and a flood, S-46-22 (108 days, \$162,000), S-46-64 and S-46-347 (70 days, \$245,000) for delays related to a major turnkey subcontractor failing to meet contractual deadlines, S-46-732 (86 days, \$129,000), I-85 (475 days, \$1,662,500) for time to resolve a beam deflection issue between the owner and EOR and time associated with extensive remediation of poor subsurface soils in the existing interstate embankments and excessive weather delays, S-46-103 (99 days, \$148,500) for delays related to grading and paving subcontractors failing to complete work per contractual deadlines, and for the overall project (83 days, \$149,400) resulting from the delays mentioned above.																	

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
United Infrastructure Group (United)

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 United’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 United (in thousands)
FY 17 Bridge Replacement Project (Batch 1) Districts 2, 3, and 6 in Georgia	United Infrastructure Group, Inc.	Name of Owner: GDOT Project Manager: Andrew Hoenig, PE Phone: 8404-985-4377 Email: ahoenig@dot.ga.gov	Construction: 09/2018 Design: 10/2020	\$7,789	\$7,789
g. Narrative describing the work performed by United. If submitting work completed by an affiliated or subsidiary company of United, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>This Design-Build project includes the accelerated removal and replacement of 7 bridges and approach roadways on secondary roads over waterways. United, as the Contracting Entity and Lead Contractor, managed and self-performed all the work except some of the roadway approach work. The work included 650 LF and 22,905 SF of bridge, demolition of existing bridges, and approximately 0.5 miles of approach roadway as necessary to tie new approaches to existing roadways. All work was completed with no lost time incidents, no significant quality issues, under the Owner’s budget, within the overall 1095 days allowed, and without any disputes or claims. The work included reinforced concrete end bents on steel piles and shafts, reinforced concrete interior bents on concrete piles and drilled shafts, prestressed concrete slabs with asphalt overlays, cast-in-place flat slabs, and prestressed concrete beams with cast-in-place decks. Extensive coordination with the Owner, as well as with third parties and utilities, was critical maintain the accelerated delivery schedules. Road closure durations ranged from 90 to 180 days which often required work to proceed 7 days of week with multiple crews. The sites in this batch included:</p> <p>Lincoln County - Jones Martin Road over Dozier Branch 65’ 1-span bridge with end bents on steel piles supporting Cored Slab with an Asphalt Overlay Road Closure: 90/90 Days (actual/contract)</p> <p>Burke County - Quaker Road over Walnut Branch 80’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay Road Closure: 133/90 Days (actual/contract)</p> <p>Spalding County – Vaughn Road over Heads Creek 180’ 5-span bridge with end bents on steel piles and 3 interior bents on H-Piles with Encasements supporting a Flat Slab Deck Road Closure: 217/180 Days (actual/contract)</p> <p>Chattooga County - Green Road over Chattooga River Tributary 50’ 1-span bridge with end bents on steel piles supporting a Cored Slab with an Asphalt Overlay Road Closure: 162/90 Days (actual/contract)*</p> <p>Carroll County – Tyus-Veal Road over Becks Creek 80’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay Road Closure: 120/120 Days (actual/contract)*</p> <p>Warren County - Ansley Road over Long Creek 115’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay Road Closure: 120/120 Days (actual/contract)</p> <p>Baldwin County - Roberts Road over Fishing Creek 80’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay Road Closure: 107/120 Days (actual/contract)</p> <p>*Subcontracted to others</p> <p>h. Self-Assessment. The information provided in this section should be a self-assessment of United’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</p> <p>Some early construction work was advanced at risk prior to RFC plans. Multiple crews and cranes worked on each site to meet schedule deadlines, and crews worked 7 days per week at critical times. Project management closely coordinated with GDOT to address and abate issues quickly, and with suppliers and subcontractors to ensure long lead-time items were well planned in order to maintain schedule milestones. Severe inclement weather and other issues beyond control delayed completion of a 3 sites and extra resources were allocated to minimize delays.</p> <p>i. Quality Initiatives. Discuss United’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> <p>In addition to the items above, stone screenings were utilized for portions of the embankment to allow work to proceed during inclement weather.</p> <p>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, United shall provide a detailed explanation below.</p> <p>Even though some liquidated damages were assessed for a few individual sites, the entire batch of bridges and contract was complete on time without liquidated damages. The site liquidated damages were: Burke County-40 Days x \$713, Spalding County-37 Days x \$713, Chattooga County - 72 Days x \$713*</p>					

RELEVANCE

- ✓ Design-Build Delivery
- ✓ Accelerated design and construction
- ✓ ROW and Utility Coordination
- ✓ Working near/over environmentally sensitive areas



WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
United Infrastructure Group (United)

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 United’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 United (in thousands)
FY 17 Bridge Replacement Project (Batch 2) Districts 2, 3, and 4 in Georgia	United Infrastructure Group, Inc.	Name of Owner: GDOT Project Manager: Andrew Hoenig, PE Phone: 8404-985-4377 Email: ahoenig@dot.ga.gov	Construction: 09/2018 Design: 10/2020	\$9,126	\$9,126
g. Narrative describing the work performed by United. If submitting work completed by an affiliated or subsidiary company of United, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<div>This Design-Build project includes the accelerated removal and replacement of 6 bridges and approach roadways on secondary roads over waterways. United, as the Contracting Entity and Lead Contractor, managed and self-performed all the work except some of the roadway approach work. The work included 978 LF and 33,898 SF of bridge, demolition of existing bridges, and approximately 0.35 miles of approach roadway as necessary to tie new approaches to existing roadways. All work was completed with no lost time incidents, no significant quality issues, under the Owner’s budget, within the overall 1095 days allowed, and without any disputes or claims. The work included reinforced concrete end bents on steel piles and shafts, reinforced concrete interior bents on concrete piles and drilled shafts, prestressed concrete slabs with asphalt overlays, cast-in-place flat slabs, and prestressed concrete beams with cast-in-place decks. Extensive coordination with the Owner, as well as with third parties and utilities, was critical maintain the accelerated delivery schedules. Road closure durations ranged from 75 to 180 days which often required work to proceed 7 days of week with multiple crews. The sites in this batch included:</div> <div>Dodge County – Milan-Chauncey Rd/Sugar Creek 155’ 3-span bridge with end bents on steel piles and 2 interior bents on concrete piles supporting cored slabs with asphalt overlay Road Closure: 150/150 Days (actual/contract)</div> <div>Dooly County - Weeks Rd/Lilly Branch 133’ 3-span bridge with end bents on steel piles and 2 interior bents on concrete piles supporting Type 1 mod beams with a concrete deck Road Closure: 143/120 Days (actual/contract)</div> <div>Colquitt County – Doerun Norman Park Rd/Okapilco Creek 180’ 5-span bridge with end bents on steel piles and 4 interior bents on steel piles supporting a flat slab deck Road Closure: 245/180 Days (actual/contract)</div> <div>Quitman County – Lower Lumpkin Rd/Hodchodkee Creek 220’ 4-span bridge with end bents on steel piles and 3 interior bents on concrete piles supporting cored slabs with asphalt overlay Road Closure: 157/180 Days (actual/contract)*</div> <div>Echols County – Toms Creek Rd/Toms Creek 160’ 4-span bridge with end bents on steel piles and 3 interior bents on H-Piles supporting a flat slab deck Road Closure: 214/180 Days (actual/contract)</div> <div>Thomas County - Reichertville Rd/McKeever Slough Crk 130’ 3-span bridge with end bents on steel piles and 2 interior bents on concrete piles supporting cored slabs with asphalt overlay Road Closure: 74/75 Days (actual/contract)*</div> <div>*Subcontracted to others</div> <div>h. Self-Assessment. The information provided in this section should be a self-assessment of United’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</div> <div>Some early construction work was advanced at risk prior to RFC plans. Multiple crews and cranes worked on each site to meet schedule deadlines, and crews worked 7 days per week at critical times. Project management closely coordinated with GDOT to address and abate issues quickly, and with suppliers and subcontractors to ensure long lead-time items were well planned in order to maintain schedule milestones. Severe inclement weather and other issues beyond control delayed completion of a 3 sites and extra resources were allocated to minimize delays.</div> <div>i. Quality Initiatives. Discuss United’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.</div> <div>In addition to the items above, stone screenings were utilized for portions of the embankment to allow work to proceed during inclement weather.</div> <div>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, United shall provide a detailed explanation below.</div> <div>Even though some liquidated damages were assessed for a few individual sites, the entire batch of bridges and contract was complete on time without liquidated damages.</div>					

RELEVANCE

✓

Design-Build Delivery

✓

Accelerated design and construction

✓

ROW and Utility Coordination

✓

Working near/over environmentally sensitive areas



WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Lead Designer – Rummel, Klepper, & Kahl, LLP (RK&K)

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 RK&K’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 RK&K (in thousands)
DRBA Bridge 6 New Castle County, DE	Delaware River & Bay Authority	Name of Owner: Delaware River & Bay Authority Project Manager: David Hoppenjans Phone: 302-571-6300 Email: david.hoppenjans@drba.net	Construction: 02/2020 Professional Services: 12/2019	\$35,000	\$2,600
g. Narrative describing the work performed by RK&K. If submitting work completed by an affiliated or subsidiary company of RK&K, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether RK&K was the lead designer or a sub-consultant.					
RK&K was the Lead Designer. The overall project intent was to add another lane to SB I-295. The design of Bridge 6 was a replacement and widening of the steel superstructure and concrete deck of the bridge with strengthening and widening of the existing concrete piers. The design was performed in RK&K’s Baltimore office.					
h. Self-Assessment. The information provided in this section should be a self-assessment of RK&K’s performance on the project to identify RK&K with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designer that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
N/A					
i. Quality Initiatives. Discuss RK&K’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.					
N/A					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, RK&K shall provide a detailed explanation below.					
3.5.2 (f) Has an owner, a Lead Contractor, or any member of a joint venture pursued compensation from the Lead Designer due to errors and omissions? The Owner and RK&K have engaged in the dispute resolution process of the contract regarding the alleged design errors and omissions. The parties have participated in mediation but were unable to resolve the matter. The Owner has sent its notice to proceed with arbitration, but there is currently no timeline for if or when arbitration will occur. RK&K is hopeful that additional settlement discussions will occur between the parties in advance of any formal proceedings.					



Appendix D Legal and Financial



UNITED
INFRASTRUCTURE GROUP, INC.



REEVES

A COLAS COMPANY



RK&K



3.6.1 Financial Capacity

3.6.2 Bonding Capability


3.6.3 Organization Agreements



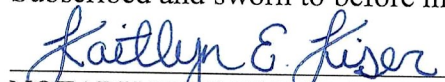
Letter of Financial Capacity

The undersigned, be duly sworn, deposes and says that he is D. Michael Grey, Chief Business Officer for United Infrastructure Group, Inc. He further states that United Infrastructure Group, Inc. has the financial capacity and resources necessary to complete the Bridge Package 16 Project Contract ID 3962240 as proposed in the Request for Qualifications issued by South Carolina Department of Transportation.

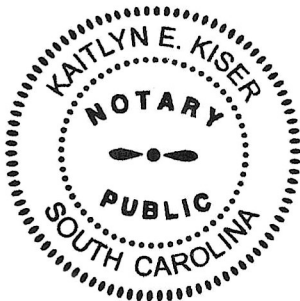
Signed this 25th day of January 2023


D. Michael Grey, CBO
United Infrastructure Group, Inc.

Subscribed and sworn to before me this 25th day of January, 2023


NOTARY PUBLIC FOR SOUTH CAROLINA
My Commission Expires: February 8, 2032

seal





A COLAS COMPANY

January 23, 2023

Carmen Wright
Office of Project Delivery
South Carolina Department of Transportation
955 Park Street, Room 101
Columbia, South Carolina 29201

RE: Bridge Package 16
Contract ID 3962240, Pickens County, South Carolina

Dear Ms. Wright:

I, C. Robert Loar, in my capacity as Vice President of Reeves Construction Company, affirm that the Key Individuals represented in our Project Organization Chart in our SOQ for the referenced project shall be available to construct the Bridge Package 16 Design-Build Project, barring any unforeseen circumstances, as required in the RFP at the earliest of the times and durations identified in the RFQ and RFP, until expiration of the Warranty Period, or such earlier date as the Contract is terminated.

Respectfully Submitted,

C. Robert Loar
Vice President

State of **South Carolina**
County of **Greenville**

Sworn to and subscribed before me this 23rd day of January, 2023, by

Paul Edwards
(Print name of person signing Affidavit)

Notary Public

May 5, 2026
Commission Expires

Personally Known X Or Produced Identification _____





A COLAS COMPANY

January 23, 2023

Ms. Carmen Wright
Office of Project Delivery
South Carolina Department of Transportation
955 Park Street, Room 101
Columbia, South Carolina 29201

RE: Bridge Package 16
Contract ID 3962240 Pickens County, South Carolina

Dear Ms. Wright:

I, C. Robert Loar, in my capacity as Vice President of Reeves Construction Company (the "Company"), and not in my personal capacity, deliver this letter pursuant to Section 3.6.1 (Legal and Financial: Financial Capacity) of the Request for Qualifications issued January 3, 2023 by the South Carolina Department of Transportation ("SCDOT") to construct the Bridge Package 16 Design-Build Project ("the Project") in Pickens County, South Carolina.

I hereby declare that, as of the date hereof, the Company has the financial capacity and resources necessary to complete the Project as proposed in the RFQ.

Respectfully Submitted,

C. Robert Loar
Vice President

State of **South Carolina**
County of **Greenville**

Sworn to and subscribed before me this 23rd day of January, 2023, by

Paul Edwards
(Print name of person signing Affidavit)

Notary Public

May 5, 2026
Commission Expires

Personally Known X Or Produced Identification _____



January 24, 2023

South Carolina Department of Transportation
955 Park Street
Columbia, South Carolina 29201

Proposer: United-Reeves Joint Venture

Re: SC DOT Bridge Package 16, Design-Build Project, Contract ID 3962240 Pickens County

To Whom It May Concern:

We are providing this information at the request of our valued client United-Reeves Joint Venture. United-Reeves Joint Venture is between United Infrastructure Group, Inc. and Reeves Construction Company. The sureties for Reeves Construction Company are Liberty Mutual Insurance Company rated A, FSC "XV" by A.M. Best and Berkshire Hathaway Specialty Insurance Company rated A++, FSC "XV" by A.M. Best. The sureties for United Infrastructure Group are Arch Insurance Company rated A+, FSC "XV" by A.M. Best and Nationwide Mutual Insurance Company rated A+, FSC "XV" by A.M. Best. All surety companies are licensed in the State of South Carolina.

United-Reeves Joint Venture currently has the capacity to be bonded for the above name project as proposed in the RFQ. Subject to normal and standard underwriting criteria at the time of the request the surety companies will be in a position to provide the necessary 100% bond up to a \$200 million limit.

We consider them to be properly equipped, capably staffed and adequately financed. Should you desire any additional information, please do not hesitate to call. We recommend United-Reeves Joint Venture without reservation.

Sincerely,



Catherine Thompson
Attorney-in-Fact



Catherine Thompson
Willis Towers Watson Southeast, Inc.
1120 South Tryon St., Suite 650
Charlotte, NC 28203
Direct: 336-609-5748

willistowerswatson.com



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: **8208310-018009**

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, Amy R. Waugh, Bryan M. Caneschi, Catherine Thompson, Jynell M. Whitehead, Noah William Pierce

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 14th day of July, 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 14th day of July, 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 King of Prussia, Pennsylvania, on the day and year first above written.



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

By: Teresa Pastella
Teresa Pastella, Notary Public

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

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

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

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

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

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

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

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, 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 24th 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.

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. Not valid for Note, Loan, Letter of Credit, Currency Rate, Interest Rate or Residential Value Guarantees.

POWER OF ATTORNEY

Know All Persons By These Presents:

That the Arch Insurance Company, a corporation organized and existing under the laws of the State of Missouri, having its principal administrative office in Jersey City, New Jersey (hereinafter referred to as the "Company") does hereby appoint:

Amy R. Waugh, Bryan M. Caneschi, Catherine Thompson, Jynell Whitehead, Noah William Pierce and Rebecca E. Cano of Charlotte, NC (EACH)

its true and lawful Attorney(s)in-Fact, to make, execute, seal, and deliver from the date of issuance of this power for and on its behalf as surety, and as its act and deed: Any and all bonds, undertakings, recognizances and other surety obligations, in the penal sum not exceeding One Hundred Fifty Million Dollars (\$150,000,000.00). This authority does not permit the same obligation to be split into two or more bonds In order to bring each such bond within the dollar limit of authority as set forth herein.

The execution of such bonds, undertakings, recognizances and other surety obligations in pursuance of these presents shall be as binding upon the said Company as fully and amply to all intents and purposes, as if the same had been duly executed and acknowledged by its regularly elected officers at its principal administrative office in Jersey City, New Jersey.

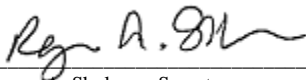
This Power of Attorney is executed by authority of resolutions adopted by unanimous consent of the Board of Directors of the Company on August 31, 2022, true and accurate copies of which are hereinafter set forth and are hereby certified to by the undersigned Secretary as being in full force and effect:

"VOTED, That the Chairman of the Board, the President, or the Executive Vice President, or any Senior Vice President, of the Surety Business Division, or their appointees designated in writing and filed with the Secretary, or the Secretary shall have the power and authority to appoint agents and attorneys-in-fact, and to authorize them subject to the limitations set forth in their respective powers of attorney, to execute on behalf of the Company, and attach the seal of the Company thereto, bonds, undertakings, recognizances and other surety obligations obligatory in the nature thereof, and any such officers of the Company may appoint agents for acceptance of process."

This Power of Attorney is signed, sealed and certified by facsimile under and by authority of the following resolution adopted by the unanimous consent of the Board of Directors of the Company on August 31, 2022:

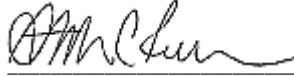
VOTED, That the signature of the Chairman of the Board, the President, or the Executive Vice President, or any Senior Vice President, of the Surety Business Division, or their appointees designated in writing and filed with the Secretary, and the signature of the Secretary, the seal of the Company, and certifications by the Secretary, may be affixed by facsimile on any power of attorney or bond executed pursuant to the resolution adopted by the Board of Directors on August 31, 2022, and any such power so executed, sealed and certified with respect to any bond or undertaking to which it is attached, shall continue to be valid and binding upon the Company. **In Testimony Whereof**, the Company has caused this instrument to be signed and its corporate seal to be affixed by their authorized officers, this **21st day of December, 2022**.

Attested and Certified


Regan A. Shulman, Secretary

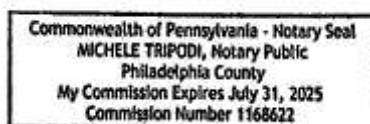


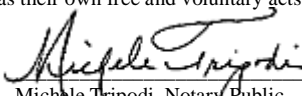
Arch Insurance Company


Stephen C. Ruschak, Executive Vice President

STATE OF PENNSYLVANIA SS COUNTY OF PHILADELPHIA SS

I, **Michele Tripodi**, a Notary Public, do hereby certify that Regan A. Shulman and Stephen C. Ruschak personally known to me to be the same persons whose names are respectively as Secretary and Executive Vice President of the Arch Insurance Company, a Corporation organized and existing under the laws of the State of Missouri, subscribed to the foregoing instrument, appeared before me this day in person and severally acknowledged that they being thereunto duly authorized signed, sealed with the corporate seal and delivered the said instrument as the free and voluntary act of said corporation and as their own free and voluntary acts for the uses and purposes therein set forth.

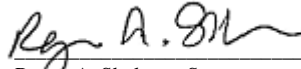



Michele Tripodi, Notary Public
My commission expires 07/31/2025

CERTIFICATION

I, **Regan A. Shulman**, Secretary of the Arch Insurance Company, do hereby certify that the attached **Power of Attorney dated December 21, 2022** on behalf of the person(s) as listed above is a true and correct copy and that the same has been in full force and effect since the date thereof and is in full force and effect on the date of this certificate; and I do further certify that the said Stephen C. Ruschak, who executed the Power of Attorney as Executive Vice President, was on the date of execution of the attached Power of Attorney the duly elected Executive Vice President of the Arch Insurance Company.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seal of the Arch Insurance Company on this **24th day of January**, **20 23**.


Regan A. Shulman, Secretary

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

PLEASE SEND ALL CLAIM INQUIRIES RELATING TO THIS BOND TO THE FOLLOWING ADDRESS:

Arch Insurance – Surety Division
3 Parkway, Suite 1500
Philadelphia, PA 19102



**To verify the authenticity of this Power of Attorney, please contact Arch Insurance Company at SuretyAuthentic@archinsurance.com
Please refer to the above named Attorney-in-Fact and the details of the bond to which the power is attached.**

Power Of Attorney

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY NATIONAL INDEMNITY COMPANY / NATIONAL LIABILITY & FIRE INSURANCE COMPANY

Know all men by these presents, that **BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY**, a corporation existing under and by virtue of the laws of the State of Nebraska and having an office at One Lincoln Street, 23rd Floor, Boston, Massachusetts 02111, **NATIONAL INDEMNITY COMPANY**, a corporation existing under and by virtue of the laws of the State of Nebraska and having an office at 3024 Harney Street, Omaha, Nebraska 68131 and **NATIONAL LIABILITY & FIRE INSURANCE COMPANY**, a corporation existing under and by virtue of the laws of the State of Connecticut and having an office at 100 First Stamford Place, Stamford, Connecticut 06902 (hereinafter collectively the "Companies"), pursuant to and by the authority granted as set forth herein, do hereby name, constitute and appoint: **Catherine Thompson, Amy R. Waugh, Walter Caldwell, Carol S. Card, Rebecca E. Cano, John F. Thomas, Noah W. Pierce, Bryan Caneschi, 1120 South Street, Suite 650 of the city of Charlotte, State of North Carolina**, their true and lawful attorney(s)-in-fact to make, execute, seal, acknowledge, and deliver, for and on their behalf as surety and as their act and deed, any and all undertakings, bonds, or other such writings obligatory in the nature thereof, in pursuance of these presents, the execution of which shall be as binding upon the Companies as if it has been duly signed and executed by their regularly elected officers in their own proper persons. **This authority for the Attorney-in-Fact shall be limited to the execution of the attached bond(s) or other such writings obligatory in the nature thereof.**

In witness whereof, this Power of Attorney has been subscribed by an authorized officer of the Companies, and the corporate seals of the Companies have been affixed hereto this date of December 20, 2018. This Power of Attorney is made and executed pursuant to and by authority of the Bylaws, Resolutions of the Board of Directors, and other Authorizations of **BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY** and **NATIONAL LIABILITY & FIRE INSURANCE COMPANY**, which are in full force and effect, each reading as appears on the back page of this Power of Attorney, respectively. **The following signature by an authorized officer of the Company may be a facsimile, which shall be deemed the equivalent of and constitute the written signature of such officer of the Company for all purposes regarding this Power of Attorney, including satisfaction of any signature requirements on any and all undertakings, bonds, or other such writings obligatory in the nature thereof, to which this Power of Attorney applies.**

BERKSHIRE HATHAWAY SPECIALTY
INSURANCE COMPANY,



By: _____
David Fields, Executive Vice President



NATIONAL INDEMNITY COMPANY,
NATIONAL LIABILITY & FIRE INSURANCE COMPANY,



By: _____
David Fields, Vice President

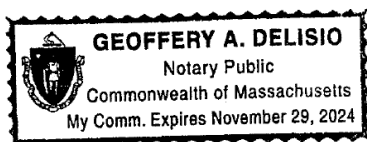


NOTARY

State of Massachusetts, County of Suffolk, ss:

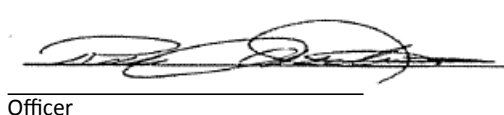
On this 20th day of December, 2018, before me appeared David Fields, Executive Vice President of **BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY** and Vice President of **NATIONAL INDEMNITY COMPANY** and **NATIONAL LIABILITY & FIRE INSURANCE COMPANY**, who being duly sworn, says that his capacity is as designated above for such Companies; that he knows the corporate seals of the Companies; that the seals affixed to the foregoing instrument are such corporate seals; that they were affixed by order of the board of directors or other governing body of said Companies pursuant to its Bylaws, Resolutions and other Authorizations, and that he signed said instrument in that capacity of said Companies.

[Notary Seal]



Notary Public

I, Ralph Tortorella, the undersigned, Officer of **BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY** and **NATIONAL LIABILITY & FIRE INSURANCE COMPANY**, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies which is in full force and effect and has not been revoked. IN TESTIMONY WHEREOF, see hereunto affixed the seals of said Companies this January 24, 2023.



Officer

To verify the authenticity of this Power of Attorney please contact us at: BHSI Surety Department, Berkshire Hathaway Specialty Insurance Company, One Lincoln Street, 23rd Floor Boston, MA 02111 | (770) 625-2516 or by email at Jennifer.Porter@bhspecialty.com THIS POWER OF ATTORNEY IS VOID IF ALTERED

To notify us of a claim please contact us on our 24-hour toll free number at (855) 453-9675, via email at claimsnotice@bhspecialty.com, via fax to (617) 507-8259, or via mail.

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY (BYLAWS)

ARTICLE V.

CORPORATE ACTIONS

....

EXECUTION OF DOCUMENTS:

....

Section 6.(b) The President, any Vice President or the Secretary, shall have the power and authority:

- (1) To appoint Attorneys-in-fact, and to authorize them to execute on behalf of the Company bonds and other undertakings, and
- (2) To remove at any time any such Attorney-in-fact and revoke the authority given him.

NATIONAL INDEMNITY COMPANY (BY-LAWS)

Section 4. Officers, Agents, and Employees:

A. The officers shall be a President, one or more Vice Presidents, a Secretary, one or more Assistant Secretaries, a Treasurer, and one or more Assistant Treasurers none of whom shall be required to be shareholders or Directors and each of whom shall be elected annually by the Board of Directors at each annual meeting to serve a term of office of one year or until a successor has been elected and qualified, may serve successive terms of office, may be removed from office at any time for or without cause by a vote of a majority of the Board of Directors, and shall have such powers and rights and be charged with such duties and obligations as usually are vested in and pertain to such office or as may be directed from time to time by the Board of Directors; and the Board of Directors or the officers may from time to time appoint, discharge, engage, or remove such agents and employees as may be appropriate, convenient, or necessary to the affairs and business of the corporation.

NATIONAL INDEMNITY COMPANY (BOARD RESOLUTION ADOPTED AUGUST 6, 2014)

RESOLVED, That the President, any Vice President or the Secretary, shall have the power and authority to (1) appoint Attorneys-in-fact, and to authorize them to execute on behalf of this Company bonds and other undertakings and (2) remove at any time any such Attorney-in-fact and revoke the authority given.

NATIONAL LIABILITY & FIRE INSURANCE COMPANY (BY-LAWS)

ARTICLE IV

Officers

Section 1. Officers, Agents and Employees:

A. The officers shall be a president, one or more vice presidents, one or more assistant vice presidents, a secretary, one or more assistant secretaries, a treasurer, and one or more assistant treasurers, none of whom shall be required to be shareholders or directors, and each of whom shall be elected annually by the board of directors at each annual meeting to serve a term of office of one year or until a successor has been elected and qualified, may serve successive terms of office, may be removed from office at any time for or without cause by a vote of a majority of the board of directors. The president and secretary shall be different individuals. Election or appointment of an officer or agent shall not create contract rights. The officers of the Corporation shall have such powers and rights and be charged with such duties and obligations as usually are vested in and pertain to such office or as may be directed from time to time by the board of directors; and the board of directors or the officers may from time to time appoint, discharge, engage, or remove such agents and employees as may be appropriate, convenient, or necessary to the affairs and business of the Corporation.

NATIONAL LIABILITY & FIRE INSURANCE COMPANY (BOARD RESOLUTION ADOPTED AUGUST 6, 2014)

RESOLVED, That the President, any Vice President or the Secretary, shall have the power and authority to (1) appoint Attorneys-in-fact, and to authorize them to execute on behalf of this Company bonds and other undertakings and (2) remove at any time any such Attorney-in-fact and revoke the authority given.

Power of Attorney

KNOW ALL MEN BY THESE PRESENTS THAT:

Nationwide Mutual Insurance Company, an Ohio corporation

hereinafter referred to severally as the "Company" and collectively as "the Companies" does hereby make, constitute and appoint:

AMY R WAUGH; BRYAN M CANESCHI; CATHERINE THOMPSON; JYNELL MARIE WHITEHEAD; NOAH PIERCE;

each in their individual capacity, its true and lawful attorney-in-fact, with full power and authority to sign, seal, and execute on its behalf any and all bonds and undertakings, and other obligatory instruments of similar nature, in penalties not exceeding the sum of

UNLIMITED

and to bind the Company thereby, as fully and to the same extent as if such instruments were signed by the duly authorized officers of the Company; and all acts of said Attorney pursuant to the authority given are hereby ratified and confirmed.

This power of attorney is made and executed pursuant to and by authority of the following resolution duly adopted by the board of directors of the Company:

"RESOLVED, that the president, or any vice president be, and each hereby is, authorized and empowered to appoint attorneys-in-fact of the Company, and to authorize them to execute and deliver on behalf of the Company any and all bonds, forms, applications, memorandums, undertakings, recognizances, transfers, contracts of indemnity, policies, contracts guaranteeing the fidelity of persons holding positions of public or private trust, and other writings obligatory in nature that the business of the Company may require; and to modify or revoke, with or without cause, any such appointment or authority; provided, however, that the authority granted hereby shall in no way limit the authority of other duly authorized agents to sign and countersign any of said documents on behalf of the Company."

"RESOLVED FURTHER, that such attorneys-in-fact shall have full power and authority to execute and deliver any and all such documents and to bind the Company subject to the terms and limitations of the power of attorney issued to them, and to affix the seal of the Company thereto; provided, however, that said seal shall not be necessary for the validity of any such documents."

This power of attorney is signed and sealed under and by the following bylaws duly adopted by the board of directors of the Company.

Execution of Instruments. Any vice president, any assistant secretary or any assistant treasurer shall have the power and authority to sign or attest all approved documents, instruments, contracts, or other papers in connection with the operation of the business of the company in addition to the chairman of the board, the chief executive officer, president, treasurer or secretary; provided, however, the signature of any of them may be printed, engraved, or stamped on any approved document, contract, instrument, or other papers of the Company.

IN WITNESS WHEREOF, the Company has caused this instrument to be sealed and duly attested by the signature of its officer the 20th day of August, 2021.



Antonio C. Albanese, **Vice President** of Nationwide Mutual Insurance Company

ACKNOWLEDGMENT

STATE OF NEW YORK COUNTY OF NEW YORK: ss

On this 20th day of August, 2021, before me came the above-named officer for the Company aforesaid, to me personally known to be the officer described in and who executed the preceding instrument, and he acknowledged the execution of the same, and being by me duly sworn, deposes and says, that he is the officer of the Company aforesaid, that the seal affixed hereto is the corporate seal of said Company, and the said corporate seal and his signature were duly affixed and subscribed to said instrument by the authority and direction of said Company.



Stephanie Rubino McArthur
Notary Public, State of New York
No. 02MC6270117
Qualified in New York County
Commission Expires October 19, 2024

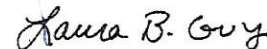


Notary Public
My Commission Expires
October 19, 2024

CERTIFICATE

I, Laura B. Guy, Assistant Secretary of the Company, do hereby certify that the foregoing is a full, true and correct copy of the original power of attorney issued by the Company; that the resolution included therein is a true and correct transcript from the minutes of the meetings of the boards of directors and the same has not been revoked or amended in any manner; that said Antonio C. Albanese was on the date of the execution of the foregoing power of attorney the duly elected officer of the Company, and the corporate seal and his signature as officer were duly affixed and subscribed to the said instrument by the authority of said board of directors; and the foregoing power of attorney is still in full force and effect.

IN WITNESS WHEREOF, I have hereunto subscribed my name as Assistant Secretary, and affixed the corporate seal of said Company this 24th day of January, 2023.



Assistant Secretary

**AMENDED AND RESTATED
JOINT VENTURE TEAMING AGREEMENT**


This **Amended and Restated Joint Venture Teaming Agreement**, entered into this 18th day of January, 2023, ("Agreement") by and between **United Infrastructure Group, Inc.**, with offices at 5562 Pendergrass Boulevard, Great Falls, SC 29055 (hereinafter "Team Leader") and **Reeves Construction Company**, with offices at 250 Plemmons Road, Duncan, SC 29334 (hereinafter "Team Member") individually referred to as "Party" and collectively referred to as the "Parties" or the "Team".

The Parties agree to the following facts:

- a) The Parties entered into a Joint Venture Teaming Agreement on July 6, 2022 ("Existing Agreement"), and the Parties now wish to amend and restate the Existing Agreement upon the terms and conditions set forth herein. This Agreement fully amends, restates, replaces, and supersedes the Existing Agreement.
- b) **South Carolina Department of Transportation (SCDOT)** (the "Owner") is currently considering solicitations for **Bridge Package 14, in Cherokee County; Bridge Package 15, in Anderson, Chester, Chesterfield, Lancaster, and Richland Counties; Bridge Package 16 in Pickens County; Bridge Package 17 in Union County; Bridge Package 19 in Greenville, Oconee, Pickens, and Spartanburg Counties; and Bridge Package 20 in Chesterfield, Fairfield, Lancaster, and York Counties** (the "Project(s)") and it is understood that the Project(s) will be procured by the Owner.
- c) After carefully considering their unique skills and capabilities with respect to the pursuit of such project(s), the Parties believe that a team effort will enhance the likelihood of their mutual success in obtaining contract(s) from the Owner (the "Prime Contract(s)") and performing the work included in the Project(s).
- d) The Parties agree to act in cooperation with each other to jointly pursue the Project(s) and create the Team structure as a joint venture.
- e) If the Owner decides to award the Prime Contract(s) to the Parties' joint venture, the Parties agree their interests in the joint venture will be **50%** for the Team Leader and **50%** for the Team Member.
- f) The bridge construction work necessary to complete the project will be performed by the Parties, acting as subcontractors to the Team, on a per-site basis. Determination of the Party to perform bridge construction work at each site will be made based upon the final proposed cost of the respective work, at time of bid. Notwithstanding, no Party shall perform bridge work on less than two (2) sites per Project. In the event a Party presents the lowest cost for less than two (2) sites per Project, that Party will be selected to perform bridge work on the two (2) sites with the lowest corresponding cost differential between the Parties.

Accordingly, this Agreement is entered into to establish the rights, interests, and obligations of the Parties in pursuing the award of a contract(s) from the Owner for the Project(s) as a Team as follows:

United Infrastructure Group, Inc. 

Reeves Construction Company 

ARTICLE 1: PROPOSAL EFFORT

During the term of this Agreement, the Team Leader will be responsible for preparing and submitting statements and proposals in furtherance of the Parties' joint pursuit of the Project(s). The Parties anticipate that the process for procurement will be a Request for Qualifications ("RFQ") inviting Statements of Qualifications ("SOQ") from interested teams, followed by a Request for Proposal ("RFP") phase inviting technical and price proposals (the "Proposal") from shortlisted teams.

Both Parties will provide qualified personnel to assist in preparing the SOQ and, in the event the Team is shortlisted, the Parties will develop and furnish cost, rate, pricing, and technical information for the Proposal. Unless otherwise mutually agreed by the Parties, the Proposal will be submitted by Team Leader as Managing Party. After submission of the Proposal, the Parties will cooperate with each other in furnishing any additional information and data reasonably required to assist the Owner in its evaluation of the Proposal and shall participate as reasonably required in any negotiations, presentations, additional submittals, or other such activities. Each Party will be solely responsible for the accuracy of the information it provides that is included in the Proposal.

ARTICLE 2: AGREEMENT NEGOTIATION

The Parties agree to negotiate in good faith to reach agreement on the terms of a commercially reasonable mutually agreeable joint venture agreement with all Project bonds to be provided by the Parties in proportion to their respective joint venture interests prior to submitting a proposal to the Owner.

ARTICLE 3: EXCLUSIVE DEALING AND CONFLICTS OF INTEREST

The Parties agree to collaborate with each other on an exclusive basis with respect to the Project(s) and not to submit directly or indirectly any other tender or proposal relating to the Project(s) independently or in collaboration with a third party for the duration of the Term of this Agreement in accordance with Article 9 of this Agreement.


ARTICLE 4: COSTS AND EXPENSES


Except as provided herein to the contrary, each of the parties hereto shall assume its own expenses incurred in preparing and submitting a Proposal in response to the RFQ and RFP and in participating in presentation(s).

ARTICLE 5: AGREEMENT LIMITATIONS

This Agreement is not intended to create or otherwise recognize an agency, partnership, a joint venture, or formal business organization of any kind, other than a team arrangement as set forth in this Agreement. No Party has the authority or right, nor will any Party hold itself out as having the authority or right, to assume, create or undertake any obligation of any kind whatsoever, express or implied, on behalf of or in the name of any other Party without the express prior written consent of the other Party.

ARTICLE 6: CONFIDENTIALITY

Each Party shall treat as confidential all information or documents (hereinafter referred to as the United Infrastructure Group, Inc. 

Reeves Construction Company 

"Confidential Information") relating to the Project(s) or to the related business and financial affairs of the other Party, including but not limited to, information or documents relating to sales, trade secrets, customers, industrial and intellectual property, financial and accounting details, employees, and arrangements with suppliers. Proprietary information received by one Party from another will be kept and maintained by the receiving Party in a secure location and under the control of an employee with an obligation and responsibility to maintain its secrecy and who will restrict disclosure of and access to such information to persons with a need to know.

Neither Party may use Confidential Information for any other purpose than for the Project(s) or this Agreement, nor may it disclose Confidential Information without the prior agreement in writing of the other Party during the period of this Agreement and for two (2) years after the termination of this Agreement, unless:

- a) The Confidential Information is in the public domain at the time of the disclosure other than as a result of any breach of this Agreement by the recipient Party; or,
- b) The recipient Party establishes that it had the Confidential Information prior to receipt of such information from the other Party; or,
- c) The Confidential Information was received from a third party not bound by a confidential obligation related to it; or
- d) The Confidential Information is required by law to be disclosed.

The Parties acknowledge that damages may be inadequate compensation for breach of this Article 6. If a Party shows a breach of this Article 6, that Party may restrain, by injunction or similar remedy, any conduct or threatened conduct which is or will be a breach of this Article 6.

Either Party may only make public announcements or statements relating to the Project(s) and the other Party at any time in the form and on the terms previously agreed by the Parties in writing and, where applicable, by the Owner.

ARTICLE 7: INTELLECTUAL PROPERTY

For this Agreement, "Intellectual Property" means all present and future rights conferred by statute, common law or in equity in any country of the world in or in relation to copyrights (including usage rights), trademarks (registered and unregistered), designs (registered, including applications, and unregistered), patents (including applications), circuit layouts, plant varieties, business and domain names, inventions, trade secrets and other results of intellectual property.

Each Party acknowledges that:

- a) Any Intellectual Property in the other Party's Confidential Information is and remains at all times the exclusive property of the other Party at and from the time of its creation;
- b) It has no right, title, or interest in the other Party's Confidential Information; and
- c) Any Intellectual Property that is created by the Parties in the preparation of the Proposal(s) will be jointly owned by the Parties.

United Infrastructure Group, Inc. 

Reeves Construction Company 

ARTICLE 8: LIMITATION OF LIABILITY

No Party will be liable to any other Party for any indirect, special, incidental, or consequential damages, such as loss of revenue, cost of capital, loss of business reputation or opportunity, or loss of anticipated profits due to any Party's acts or omissions in performing this Agreement.

ARTICLE 9: AGREEMENT TERM

Except for the survival provisions hereof, this Agreement shall automatically terminate upon the following events, whichever occurs first, (a) cancellation of the Project(s) by the Owner; (b) award

of the Project(s) to another team; (c) Team Leader and Team Member enter into a joint venture agreement; (d) the Parties are unable to agree upon joint venture agreement terms within a reasonable period of time as outlined in Article 2; (e) notice from Owner that a Party is unacceptable; (f) a Party's filing or failing to discharge an involuntary petition in bankruptcy or reorganization, making a general assignment to creditors, or becoming insolvent; (g) acquisition by or merger with an entity having a conflict of interest with the Team's pursuit or prosecution of the Project(s); (h) mutual agreement of the Parties; (i) elapse on **June 30, 2024**; or (k) either Party reasonably determines not to pursue either or both of the Project(s) based on a significant Project matter such as: the Project financing, the procurement process, or the terms of the Prime Contract and/or proposal are unacceptable. If termination occurs for any of the reasons set forth above in (a), (b), (c), (h), (i), or (k), neither Party may compete for the Project(s) or otherwise participate in the Project(s) unless otherwise agreed in writing by the other Party.

ARTICLE 10: DISPUTE RESOLUTION

Any and all disputes that arise for items contemplated under this Agreement (whether arising in contract, tort, or otherwise, and whether arising at law or in equity, each a "Dispute") shall be resolved in accordance with the following procedures:

- a) First, the project managers of each Party shall promptly meet (whether by phone, virtual, or in person) in a good faith attempt to resolve the Dispute within ten (10) business days of the project managers' initial meeting;
- b) Second, if the Dispute is still unresolved after commencement of the negotiations described in Article 10(a) above, then the Dispute shall be referred to senior management of each of the Parties, who shall endeavor in good faith to reach an amicable resolution of the Dispute within ten (10) business days of the referral to them, and then immediately implement any such resolution;
- c) Third, if the senior management of the Parties described in clause 10(b) are unable to resolve the Dispute within the ten (10) business day period, the Parties shall immediately proceed to binding arbitration in accordance with the Construction Industry Arbitration Rules of American Arbitration Association then in effect.

ARTICLE 11: MISCELLANEOUS

The Parties agree that **D. Michael Grey** and **C. Robert Loar** have the authority to execute the Prime Contract(s) on behalf of the contemplated joint venture. This Agreement constitutes the entire agreement between the Parties and supersedes any previous oral or written understandings, commitments, or agreements. No changes may be made in this Agreement without the written agreement of duly authorized representatives of each of the Parties.

Each Party agrees that it shall not pay, promise, offer or authorize payment of anything of value (in any form) to any person or organization either directly or indirectly (through an agent, representative, subcontractor or other third party) to obtain or retain business without notifying the other Parties in writing; and, in no event whenever such payment, promise, offer or authorization is contrary to applicable law. Each Party agrees to comply with all applicable laws and regulations.

The agreement of each of the Parties to work together on the Project(s) includes each of their subsidiaries, related or affiliated entities. Subject to the terms of this Agreement, the Parties shall work exclusively together until the receipt of a notice from the Owner that the Statement of Qualification or Proposal for the last Bridge Package for which such notice is received, that the Parties have mutually agreed to pursue is not successful, or upon mutual agreement in writing between the Parties to waive the exclusivity provisions of this Agreement.

Any publicity or advertising in connection with the Project(s) as a result of this Agreement shall not be released by any Party if such release mentions the name of any other Party without the prior written consent of such Party. No Party shall unreasonably withhold such consent.

The Parties agree that Owner may require disclosure of this Agreement.

Each Party shall keep the other Party fully and promptly informed of all events and matters affecting or relating to this Agreement and shall promptly give all relevant information and cooperation properly requested by the other Party.

The failure of any Party to enforce or to require performance by the other Party of any of the provisions of this Agreement will not be construed to be a waiver of such provision, affect the validity of this Agreement or any of its parts, or jeopardize the right of any Party thereafter to enforce each and every provision of this Agreement.

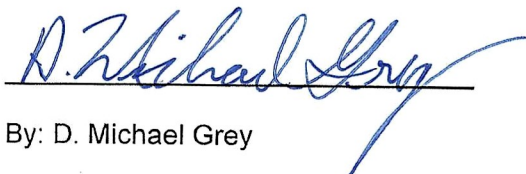
This Agreement is not assignable by any Party.

This Agreement shall be governed by and construed under the laws of the State in which the Project will be built.

The Parties have, through their duly authorized representatives, executed this Agreement effective as of the day and year indicated in the first paragraph.

Team Leader:

United Infrastructure Group, Inc.

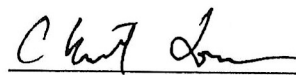


By: D. Michael Grey

Title: VP & Chief Business Officer

Team Member:

Reeves Construction Company, Inc.

 1/18/23

By: C. Robert Loar

Title: Vice President

Appendix E

Organizational Conflicts of Interest



UNITED
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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):

N/A

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

N/A


Signature

1-23-23

Date

C Robert Lowr

Print Name

Reeves Construction 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):

D. Michael Grey
Signature

1/23/23
Date

D. Michael Grey
Print Name

United Infrastructure Group, 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):


Signature

Brian K. Skinner, PE

Print Name

Rummel, Klepper & Kahl, LLP

Company

January 20, 2023

Date

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



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Appendix F - Confidential or Proprietary Information Summary List

United Infrastructure Group-Reeves Construction Company-Joint Venture (United-Reeves JV) (Contractor) and Rummel, Klepper & Kahl, LLP (RK&K) (Lead Designer) do not hold any of the information in this submittal as confidential or proprietary.

NA

Appendix G Addendum Receipt Forms



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Appendix H

Key Individual and Contractor/Designer Reference Forms



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References from Key Individual Resume Forms

Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
hodgesjt@scdot.org	Jeremy	Hodges	Ronald-Christopher Warren Barger	SCDOT Closed and Load Restricted Bridge Design-Build Package 2020-1	Project Manager	Reeves/RK&K
randy.wise@ice-eng.com	Randy	Wise	Ronald-Christopher Warren Barger	Fayetteville Outer Loop from NC 24 to NC 87/210, U2519X/X-000 2B	Project Manager	Reeves
hope.grumbles@fluor.com	Hope	Grumbles	Ronald-Christopher Warren Barger	I-585/US 176 Improvements Project	Project Manager, Structures	Reeves
ehunter@ncdot.gov	Eric	Hunter	Ronald-Christopher Warren Barger	NC 16 (Providence Rd) Widening, U-2510A	Project Manager	Reeves
johnstoncj@scdot.org	Jason	Johnston	Ronald-Christopher Warren Barger	SC 72 over Broad River	Project Manager	Reeves
ronelson@dot.ga.gov	Ron	Nelson	Baxter Sherwood McLean IV	SR 307 (Dean Forest Rd) over I-16 DDI Design-Build Project	Project Manager, Structures	Reeves
jssmith8@ncdot.gov	Jeb	Smith	Baxter Sherwood McLean IV	US 29 over Norfolk Southern RR, Bridge Replacement, B-5136	Project Manager	Reeves
thompson.jason@horrycounty.org	Jason	Thompson	Baxter Sherwood McLean IV	I-95 SBL Bridge Rehabilitation over Great Pee Dee River	Project Engineer	Reeves
adstewart2@ncdot.gov	Alex	Stewart	Baxter Sherwood McLean IV	US 17 (Future I-140 - Wilmington Bypass), R-2633BA	Project Engineer	Reeves
bljordan@ncdot.gov	Blythe	Jordan	Baxter Sherwood McLean IV	NC 11 over Cape Fear River and Overflows, B-4028	Project Engineer	Reeves
pittsme@scdot.org	Michael	Pitts	Larry Kevin Austin	SCDOT Closed and Load Restricted Bridge Design-Build Package 2021-1	QA/QC Manager	Reeves/RK&K
mattoxtb@scdot.org	Berry	Mattox	Larry Kevin Austin	SCDOT SC 5 over Tools Fork Creek Bridge Replacement	Structural Lead	NV5 Engineers
jabel@ncdot.gov	John	Abel	Larry Kevin Austin	Six Bridge Replacements, Hertford & Northampton Counties, NC	Project Manager	NV5 Engineers
hodgesjt@scdot.org	Jeremy	Hodges	Marvin Fletcher Leatherwood	SCDOT Closed and Load Restricted Bridge Design-Build Package 2020-1	Project Manager	Reeves/RK&K
ehunter@ncdot.gov	Eric	Hunter	Marvin Fletcher Leatherwood	I-77 High Occupancy Toll Lanes (PPP)	Bridge Superintendent	Blythe Development Co.
spencerjw@scdot.org	Wes	Spencer	Marvin Fletcher Leatherwood	Road S-83 (Blacksburg Highway) over Buffalo Creek	Bridge Superintendent	Blythe Development Co.
warcher@ncdot.gov	Wright	Archer III	Marvin Fletcher Leatherwood	SR 2601 (Macy Grove Rd) from South of SR 4319 (Industrial Park Dr) to North of SR 1005 (E Mountain Rd)	Bridge Superintendent	Blythe Development Co.
cjiles@charlotte.gov	Christopher	Jiles	Marvin Fletcher Leatherwood	Baxter Street Extension/Pearl Park Way	Project Superintendent	Reeves



Email	First Name	Last Name	Company Name	Project Name	Team
References from 3.3.1 - Not shown in Work History					
heapebw@scdot.org	Brian	Heape	SCDOT	Emergency Bridge Package 2018-1, Dillon & Orangeburg	United/Reeves
pittsme@scdot.org	Michael	Pitts	SCDOT	SCDOT Closed & Restricted Bridge Package 2021-1 D-B	United/RK&K
mathismw@scdot.org	Mark	Mathis	SCDOT	SCDOT Closed & Restricted Bridge Package 2021-1 D-B	United/RK&K
References from 3.5.1 - Not shown in Work History					
rob.cousins@summitde.net	Rob	Cousins	Summit	Monroe Bypass D-B	United/Reeves/RK&K
mcwatson@ncdot.gov	Malcolm	Watson	NCDOT	Monroe Bypass D-B	United/Reeves/RK&K
heapebw@scdot.org	Brian	Heape	SCDOT	Emergency Bridge Package 2018-1, Dillon & Orangeburg	United/Reeves
pittsme@scdot.org	Michael	Pitts	SCDOT	SCDOT Closed & Restricted Bridge Package 2021-1 D-B	United/RK&K
bishopka@scdot.org	Kimberly	Bishop	SCDOT	I-85 Rocky Creek DB, Greenville County	United
fulmurjs@scdot.org	Jason	Fulmur	SCDOT	I-26 Widening DB, Lexington & Richland Counties	United
turnermk@scdot.org	Kevin	Turner	SCDOT	I-26 Jedburg Interchange, Berkeley County	United
jssmith8@ncdot.gov	Jeb	Smith	NCDOT	US-29 over NSRR, Cabarrus County	Reeves
mcwatson@ncdot.gov	Malcolm	Watson	NCDOT	26 NCDOT D-B Projects (\$2.4B), including 70 Low Volume bridges	RK&K
rstroup@ncdot.gov	Robert	Stroup	NCDOT	>50 NCDOT DBB bridge replacements	RK&K
References from Work History Forms and 3.5.1					
reynoldsbs@scdot.org	Brad	Reynolds	SCDOT	SCDOT Closed & Restricted Bridge Package 2020-1 D-B	Reeves/RK&K
hodgesjt@scdot.org	Jeremy	Hodges	SCDOT	SCDOT Closed & Restricted Bridge Package 2020-1 D-B	Reeves/RK&K
References from 3.5.2 (c) - Appendix C					
UIG					
parissl@scdot.org	Shane	Parris	SCDOT	Federal Aid Bridge Replacement Package E	United
ahoenig@dot.ga.gov	Andrew	Hoenig	SCDOT	FY 17 Bridge Replacement Project (Batch 1)	United
ahoenig@dot.ga.gov	Andrew	Hoenig	SCDOT	FY 17 Bridge Replacement Project (Batch 2)	United
RK&K					
david.hoppenjans@drba.net	David	Hoppenjans	Delaware River & Bay	DRBA Bridge 6	RK&K



NA

Appendix I

Unique Entity ID Documentation



UNITED
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RK&K



Statement of Qualifications



SC 183 over Twelve Mile Creek



US 123 over Georges Creek



SC 124 over Georges Creek



SC 183 over Gregory Creek

 5562 Pendergrass Boulevard
Great Falls, SC 29055

 803.581.6000  www.uig.net



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