

S-197 over South Tyger River



S-51 over Snow Creek



Bridge Package 21 Design-Build Project

Oconee and Spartanburg Counties, SC | Contract ID 5368980



July 22, 2025

THALLE
CONSTRUCTION COMPANY
A TULLY GROUP COMPANY

MN
moffatt & nichol

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*Green and underlined text indicates a **HYPERLINK**, which will take you to more detailed information.*

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

Narrative



S-133 over Little Cane Creek



S-168 over Little Choestoea



S-168 over Tributary



S-197 over South Tyger

3.2 INTRODUCTION

3.2.1 Contracting Entity | Thalle Construction Co., Inc. (Thalle) will serve as the contracting entity responsible for the successful delivery of the Bridge Package 21 Design-Build (D-B) Project. Since 1947, Thalle has been delivering heavy civil projects in the Carolinas, ranging from various infrastructure developments to public utility and water resource projects. Thalle is a member of the Tully Group and has successfully completed multiple NCDOT bridge structures. To strategically enter the SCDOT market, Thalle has formed a dedicated team. As the lead designer, Moffatt & Nichol (M&N) will be responsible for the overall design of the project, supported by trusted local subconsultants specializing in geotechnical, utility coordination, environmental permitting, surveying and right-of-way services. Thalle will support the delivery of the Bridge Package 21 Project from our nearby regional office and equipment yard, both located in Hillsborough, NC.

3.2.1 Commitment of Key Individuals | Thalle and M&N will commit Troy Carter, PE, Eric Kuehnel & Sanitago Aguilar, PE (key individuals) to the project to the extent necessary to meet SCDOT expectations. Our Key Individuals are fully committed to meeting and exceeding SCDOT's quality and schedule expectations. They will be available for the duration of the project and will provide the necessary resources and personnel to ensure its successful completion for SCDOT.

3.2.1 Contracting Entity | 3.2.2 Points of Contact | 3.2.3 Full Legal Name of Lead Contractor & Lead Designer

Contracting Entity and Project Management Office

Thalle Construction Co., Inc.
900 NC Hwy 86 North
Hillsborough, NC 27278
919-245-1490

**Authorized
Representatives to Sign
Contract**
Stephen E. Kohler

Lead Contractor: Thalle Construction Co., Inc. (Thalle)

POC¹ - Contracting Entity & Procurement:
Stephen E. Kohler - President and COO
900 NC Hwy 86 North, Hillsborough, NC 27278
919-245-1490 (phone) | 817-470-2081(mobile)
skohler@thalle.com

POC² - Contracting Entity & Procurement:
Troy Carter, PE - Project Executive
900 NC Hwy 86 North, Hillsborough, NC 27278
919-245-1490 (phone) | 919-895-9779 (mobile)
tcarter@thalle.com

3.2.4 Unique Entity ID

RMVJU76MCN81

Lead Designer: Moffatt & Nichol (M&N)

4700 Falls of Neuse Rd #300, Raleigh, NC 27609
(919) 781-4626

3.2.4 Unique Entity ID

CTTMKG7EFDK1

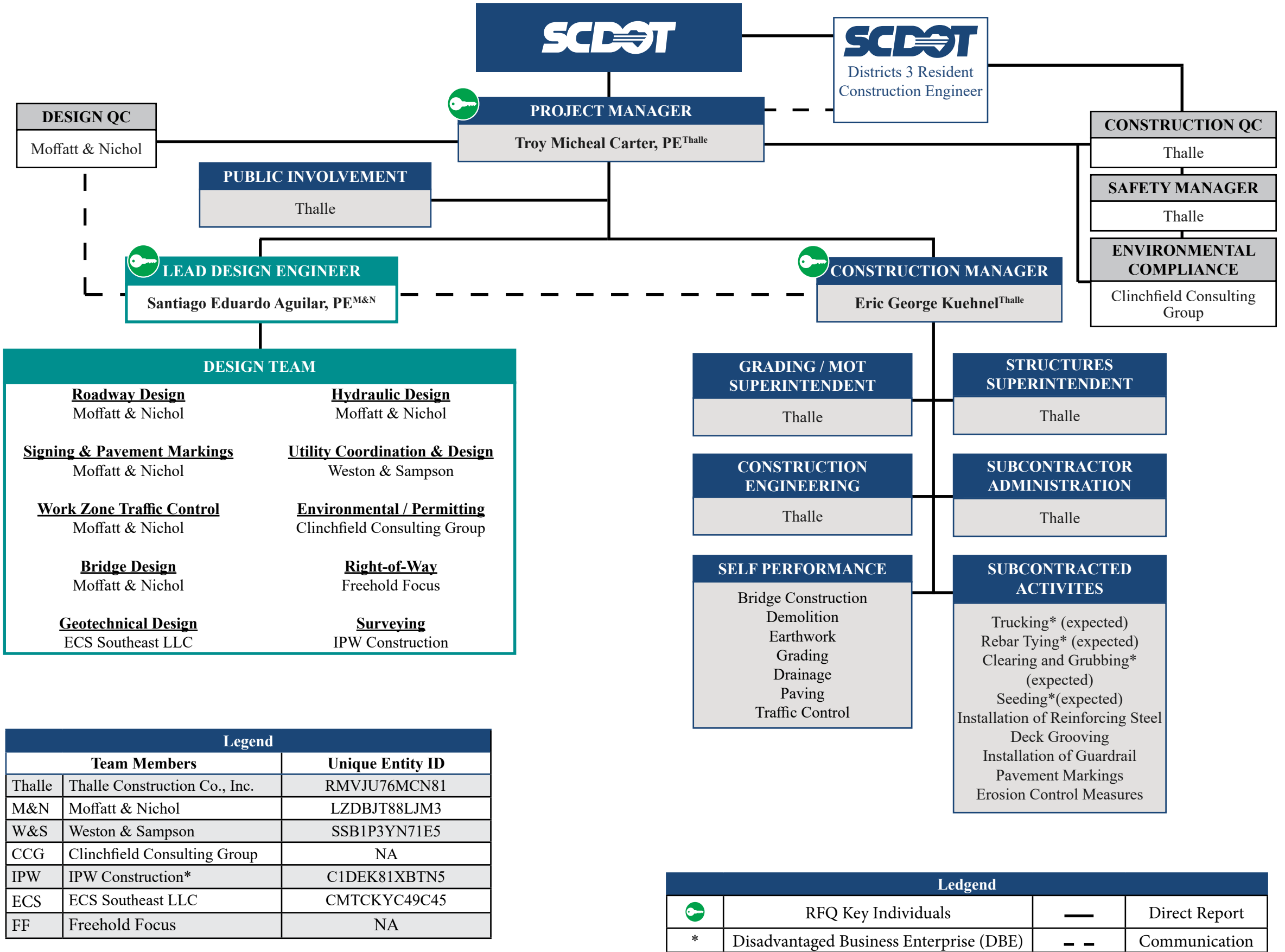
3.3.1 Organization Chart, Team Structure, and Team Integration

This **Organizational Chart** illustrates the **functional structure** of our Design-Build Team, clearly defining the chain of command and delineating responsibilities from executive leadership to field-level supervision. This structure is purposefully designed to promote efficient communication, accountability, and collaboration across all project phases from preliminary design through construction and to final delivery.

Troy Carter, PE and Santiago Aguilar, PE have the authority to make the necessary decisions on behalf of their respective companies for this project. This arrangement allows design and construction decisions to be made in close coordination, which will minimize any delays in the delivery of a successful project.

Troy will lead the overall project and will be the daily point of contact after award with SCDOT.

Santiago will lead the design and coordinate with the internal design team members and subconsultants from preliminary design, permitting and construction engineering services.



Team Structure | Thalle [Project Manager \(PM\), Troy Carter, PE](#) will be the primary person responsible for and in charge of delivery of the project in accordance with RFQ/RFP requirements. He will also be SCDOT's primary contact for contractual communications. He will attend and lead weekly status meetings during the design and construction phases to engage all parties. He has authority in all design and construction matters and will be available at the request of SCDOT. Troy is an executive level manager at Thalle and has the authority to make immediate decisions for the Team. Troy has been involved in construction projects with SCDOT since 2002, throughout which time he developed meaningful relationships with SCDOT leadership. Troy's work on the SCDOT Ace Basin Widening and Bridges D-8 project completed in 2013, SCDOT Bridge Replacement Over Broad River completed in 2014, and SCDOT US 21 Bridge Over the Catawba River completed in 2013 are prime examples of his experience working with SCDOT to construct bridges over bodies of water in environmentally sensitive areas successfully using the same concepts proposed for the SCDOT Package 21 project sites.

[Construction Manager \(CM\) Eric Kuehnle](#) will manage construction activities and be the primary contact with the SCDOT District 3 Resident Construction Engineers . He will be responsible for the daily planning and management of construction activities with project superintendents, managing individual job sites and attending weekly progress meetings. Eric will ensure a construction superintendent is onsite during all construction activities for each bridge site. Throughout his tenure at Thalle, he has managed construction projects, including bridge sites, in the Carolinas.

The [Lead Engineer Santiago Aguilar, PE](#) will work closely with Troy Carter, PE and will be the primary point of contact for design, plan development, and permitting. In addition to daily coordination with Troy, Santiago will coordinate with SCDOT for design reviews and project documentation, will attend all routine meetings in person, and will be available as needed by SCDOT. The design-build team has designated Santiago for this role based on his related experience with similar structures currently being delivered. Santiago is leading the design team for the replacement of seven bridges that were destroyed during Hurricane Helene (NCDOT Emergency Express Design-Build). These seven bridges are located just across the border from Package 21 bridges (near Oconee County, SC) in Western North Carolina.

Santiago Aguilar: Project Experience directly related to Bridge Package 21		
	SCDOT PACKAGE 21	NCDOT EEDB
Bridge Length Range	100'-210'	48'-180'
Superstructure Type	Core Slabs and Box Girders	Core Slabs and FIB Girders
Substructure Types	Pile Caps Founded on H pile/ Drilled Shafts	Pile Caps Founded on H Piles
Bridge Spans Over	Rivers and Creeks	Creeks
Seismic Level	Low	Low
Geological Conditions	Similar	Similar



Santiago has visited the sites at both locations and had the opportunity to listen to the concerns of residents and homeowners in the area. This opportunity has allowed the team to understand the urgency of these projects while keeping safety in high regard. Our team understands the importance to the surrounding community of having this infrastructure replaced as it enables safe and accessible means of transportation for everyone.

The picture above depicts the field visit that took place on June 3, 2025 including M&N and Thalle. In the picture, our team is looking at S-168 over Little Choestoea Creek. After reviewing the other four sites the team developed several ideas to optimize the replacement of these structures and potentially provide cost-savings to South Carolina taxpayers. The team plans to propose optimization plans via the submission of Alternate Technical Concepts (ATC). Santiago understands SCDOT's commitment to the Design Build Institute of America's (DBIA) best practices and is in the process of obtaining his Associate DBIA Certification with the goal of obtaining his full DBIA certification upon completion of all requirements.

Team Integration | We have assembled a cohesive project team for the successful completion of this project led by Troy Carter, PE. Our integrated team will work closely together from the RFQ stage, from short list to final construction of the project. Leveraging our team's individuals' experiences in previous express DB projects we will take lessons learned and apply them to the successful completion of this project. Through effective communication we will attempt to identify any issues early during the design development process and make the necessary revisions to avoid issues during construction. (See Table 1)

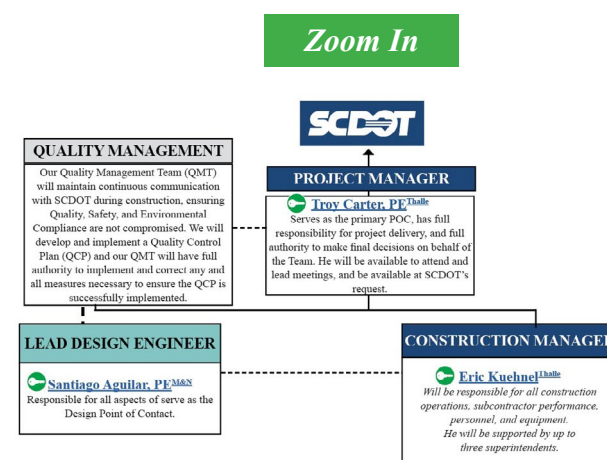




Table 1: Cohesive Team Strategies

PM will have the authority of overall decision making on the project and contractual control as well as day to day control on all design and construction decisions.
Potential Risks will be identified early and mitigation measures will be implemented early during design development.
Periodic weekly/bi-weekly/monthly design meeting will be held by the DB team to ensure effective communication during the design development and construction phase where all parties will be present to discuss any issues including all stakeholders and staff from SCDOT until project completion.
Upon award, the DB team will review our approach and assumptions made in our RFP to address any areas of concern or questions. We will also discuss if certain sites have priority over others to agree to an order of delivery of the project sites as well as any design alternative preferences to structure type.
We plan to work on the design of the sites simultaneously preparing roadway plans, hydraulic analysis and structure plans submitting each site concurrently to ensure the project schedule is adhered. Once a site is reviewed any typical comments received will be incorporated into the plans prior to the new submission of the next project site ensuring a more streamline review process. We commit to submitting one (1) set of preliminary construction plans ten (10) days after Notice of Award.
We plan to utilize the technology available for electronic reviews (Bluebeam), submissions (MS SharePoint) including meetings (MS Teams)

Thalle and M&N have partnered on a number of recent design build pursuits including NCDOT Progressive DB and NCDOT & SCDOT Express Bridge DB projects. Through this on-going working relationship in developing these proposals, our companies have forged a strong working relationship in which our goals are aligned and our lines of communication are effective and collaborative, which has created great chemistry between the design team and construction managers. We continue to look for ways to work together throughout the southeast identifying design build opportunities in South Carolina, North Carolina and Virginia. Both Thalle and M&N have design build bridge experience and have never missed assigned deadlines on either plans or construction and all projects have been completed within budget.

Table 2: Previous Teaming Relationships

Project Name and Description	Thalle	M&N	ECS	WSE	Contact
NCDOT Progressive Design Build 19W South, Yancy County, NC – Prime Contractor, Prime Engineer, Roadway, Hydraulics, Bridge	X	X	X	X	Ronald E. Davenport, Jr., PE, State Contract Officer, NCDOT 919-707-6901 redavenport@ncdot.gov
NC 197 Progressive Design Build Yancey County, NC – Prime Contractor, Prime Engineer, Roadway, Hydraulics, Bridge	X	X	X	X	Ronald E. Davenport, Jr., PE, State Contract Officer, NCDOT 919-707-6901 redavenport@ncdot.gov
NC 197 Progressive Design Build Yancey County, NC – Prime Contractor, Prime Engineer, Roadway, Hydraulics, Bridge	X	X	X	X	Ronald E. Davenport, Jr., PE, State Contract Officer, NCDOT 919-707-6901 redavenport@ncdot.gov
SCDOT Express Bridge Design Build Bridge Package 27 – Prime Contractor, Prime Engineer, Roadway, Hydraulics, Bridge	X	X	X	X	Rene Frazier, Office of Project Delivery, SCDOT 803-737-0970 FrazierRC@scdot.org
2025-2027 NCDOT Emergency Express Bridge Design Build Limited Services Contract	X	X	X		Ronald E. Davenport, Jr., PE, State Contract Officer, NCDOT 919-707-6901 redavenport@ncdot.gov

Table 3: Individual projects of similar nature which demonstrate our Lead Contractor and Lead Design Engineer's ability to manage, design, and construct these bridges.			Delivery Method	# of Bridges	Low Volume Bridge	Bridge over Water	Cored Slab or Box Beam	On Schedule	On Budget	Multiple Crews	Demolition	Detour Routes	Project Mgmt.	Roadway	Structures	Geotechnical	Drainage & Sediment	Traffic Control	Right of Way	Utility Coordination	Environmental Permits
Project		Features																			
	NCDOT Bridges 42 & 43 over Neuse River on 70	1 bridge replacement	DBB	1		☑		☑	☑		☑	☑	☑	☑	☑		☑	☑		☑	☑
	NCDOT NC-119 from I-40/85 to SR-1921	1 new bridge	DBB	2				☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
	NCDOT Relocation North of Mebane Rogers Rd	1 bridge over an active creek	DBB	2	☑	☑		☑	☑	☑		☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
	NCDOT - EEDB Division 13 Group 4	Replacement of Low Impact Bridges in McDowell County, NC	D-B	2	☑	☑	☑	☑	☑			☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
	NCDOT - EEDB Division 13 Group 9	Replacement of Low Impact Bridges in Buncombe County, NC	D-B	2	☑	☑	☑	☑	☑			☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
	NCDOT – BP12.R005	Bridge Replacement over Herman Branch Creek in Catawba County, NC	D-B	1	☑	☑	☑	☑	☑			☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
	NCDOT – BP12.R010	Bridge Replacement over Anderson Creek in Lincoln County, NC	D-B	1	☑	☑	☑	☑	☑			☑	☑	☑	☑	☑	☑	☑	☑	☑	☑

3.3.2 PROJECT RESOURCES, STRATEGIES AND EXECUTION Thalle brings a robust combination of personnel, experience, equipment, and financial strength to successfully deliver projects of this scale and complexity. As a family-owned business founded in 1947, Thalle has maintained a strong presence in the Carolinas, completing infrastructure projects in South Carolina and North Carolina since 1995.

Project Resources | Our team consists of over 1,800 full-time, highly trained, and motivated employees, including seasoned professionals with extensive experience in both Design-Build (DB) and Design-Bid-Build (DBB) project delivery methods. Thalle's key personnel have successfully executed projects for major public agencies such as SCDOT, NCDOT, and numerous local municipalities, demonstrating our ability to meet and exceed client expectations. Thalle owns and operates a fleet of over 500 pieces of heavy equipment from its Hillsborough, NC office. In addition, we have access to an additional 1,000 units through our parent company, ensuring we can rapidly scale resources as needed. As shown in Table 4, our team has the equipment and logistical capacity to support all phases of this project.

We maintain six (6) structures crews and 12 grading/drainage crews in the Carolinas, all equipped and ready for deployment. For this project, Thalle will commit a minimum of two (2) structures crews and one (1) grading crew, with the flexibility to allocate additional resources from other regional offices to mitigate any unforeseen schedule impacts. This ensures timely delivery in alignment with SCDOT requirements and public expectations.

Financially, Thalle is well-positioned to undertake projects of this magnitude. Our current backlog stands at \$4.8 billion, and we maintain an available “additional” bonding capacity of \$5 billion, reflecting our financial stability and the confidence of our surety partners.

M&N employs over 1,500 engineers throughout the world with over 150 engineers located between Raleigh, NC, Atlanta, GA and Richmond, VA who are available as immediate resources to be assigned to this project. We have prioritized SCDOT as an area of growth for the firm and have the dedicated resources available to be assigned to this project immediately. To round out our team with local firms, ECS Southeast (Geotechnical), Clinchfield Consulting Group (Environmental Permits/DBE), Weston & Sampson (Utilities), Freehold Focus (ROW Services/DBE) and IPW Construction (Surveying/DBE) will serve as valuable partners to our team. Our firm is currently completing seven (7) Emergency Express Bridge Design Build projects for NCDOT that are very similar to these projects advertised: low volume roads, simple spans, box beams or cored slabs, single and multiple span sites, onsite detour and offsite detour sites, all grades were hydraulically controlled, included dealing with several utilities at multiple sites, included permitting requirements. This recent experience will be carried over as lessons learned for this project.

TABLE 4: Staff Resources in the Carolinas

Classification	On Staff	Required
Carpenters	150	8
Laborer	250	10
Bridge / Supt Foreman	12	3
Drivers	75	6
Mechanics	15	2

Equipment Resources in the Carolinas

Classification	Owned	Required
Cranes	8	2
Excavators	80	4
Dozers	100+	2
Vibratory/ Impact Hammers	4	2
Off-Road Haul Units	40	5
On Road Haul Units	12	4

Implementation of Resources to Execute the Contract | The timing of this bridge package presents an ideal opportunity to efficiently transition Thalle’s construction resources from their ongoing NCDOT bridge project in Northampton County, NC. Thalle’s bridge crews are scheduled to complete this project in the fourth quarter of 2025, aligning perfectly with the anticipated start of construction for this SCDOT package. This seamless transition

enables Thalle to redeploy a highly experienced and cohesive team without delay or ramp-up time. This crew, which has worked together for years on similar transportation infrastructure projects, is well-versed in road and bridge construction and accustomed to mobilizing across regions. Their familiarity with each other's workflows and expectations ensures a high level of productivity and quality from day one.

To further support schedule optimization, a detailed design submittal schedule will be developed and reviewed with SCDOT during the design kickoff meeting. This schedule will prioritize critical path elements and streamline the review process to maintain project momentum. As previously mentioned, we commit to submitting **one (1)** set of preliminary construction plans within **10 days of Notice to Proceed**.

Additionally, Thalle will self-perform the majority of construction activities, as detailed in **Table 5** on the following page. This approach enhances control over quality, schedule, and resource allocation, ensuring efficient execution and accountability throughout the project lifecycle.

Table 5: Team Assignments

Construction	Self-Perform	Construction	Sub-Contract	Design Services	M&N	ECS	WSE	Clinchfield	IPW	Freehold
Construction Management	X	Drilled Shafts	X	Structural Bridge	X					
Pile Foundations	X	Paving	X	Roadway	X					
Beam Erection	X	Traffic Control	X	Hydrology/Hydraulic	X					
Bridge Decks	X	Guardrail Installation	X	Geotechnical		X				
Site Grading	X	Pavement Markings	X	Utility Coordination			X			
Demolition	X	Erosion Control Installation	X	Surveying/ SUE					X	
Clearing and Grubbing	X	Seeding	X	Environmental Permitting				X		
Storm Drainage	X	Disposal of Hazardous Materials	X	Right-of-Way						X
Rip Rap Protection	X			Public Involvement	X					
Subcontractor Assistance	X			Construction Support	X	X				

Bridge Alternatives | During the development of this proposal we have collaborated closely together to develop alternative designs that will provide cost savings to the department. Optimization of the design of each bridge considered three main aspects:

Hydraulics: preliminary observation of the information available for each site was done to estimate the minimum required hydraulic channel under each bridge. Bent locations at each bridge site were adjusted accordingly. The team noticed that most bridge sites had sufficient design freeboard and vertical clearance between the 100-yr flood elevation and the proposed bridge low beam.

Geotechnical: some sites may offer competent soils to build soil fill approaches in conjunction with retaining structures (for example, vertical face abutments founded on piles) in order to reduce the total length of each structure. The team observed that a few bridge sites showed superstructure spanning over shallow existing ground surface. These conditions may allow for the elimination of spans and consequently bridge bents.

The table below summarizes the preliminary proposed span configuration that the team plans to propose via Alternative Technical Concepts (ATCs). The team believes that through careful multi-disciplinary coordination (hydraulics, geotechnical, civil, structural) the current conceptual design of each bridge can be re-visited to optimize its design. Understanding that each site is unique, we have evaluated options for various spans and bridge components so that we can provide SCDOT with the best value. Locations will be evaluated for budgetary reasons to compare box beams with plate girders or pressed tub girders, in conjunction with asphalt topping.

CLICK TO ZOOM IN

ASSET ID	NAME	EXISTING BRIDGE LENGTH (LF)	CONCEPTUAL BRIDGE LAYOUTS		PROPOSED BRIDGE	
			TOTAL LENGTH (LF)	SPAN CONFIG. (LF)	GRIDER TYPE	ALTERNATIVE TECHNICAL CONCEPTS*
01892	S-37-51 (SNOW CREEK RD) BRIDGE REPLACEMENT OVER SNOW CREEK	-	140	SPA: 40' SPB: 100'	SPA: 21" CORE SLAB SPB: 39" BOX BEAM	- Reduce total bridge length to 105' and design 39" box beams
01893	S-37-133 (BURNS MILL RD) BRIDGE REPL. OVER LITTLE CANE CREEK	-	200	SPA: 60' SPB: 100' SPC: 40'	SPA: 24" CORE SLAB SPB: 39" BOX BEAM SPC: 21" CORE SLAB	- Reduce total bridge length to 105'; design 39" box beams, and use vertical face abutments with sloped fill behind to reduce active soil pressure, design app. slab to span as shown
5594	S-37-168 (LITTLE CHOESTOE A RD) REPL. BRIDGE OVER TRIB. TO CHOESTOE A CRK.	105	160	SPA: 100' SPB: 60'	SPA: 39" BOX BEAM SPB: 24" CORE SLAB	- Reduce total bridge length to 105' and design 39" box beams
5821	S-37-168 (LITTLE CHOESTOE A RD) REPL. BRIDGE OVER LITTLE CHOESTOE A CREEK	75	100	SPA: 100'	SPA: 39" BOX BEAM	- Reduce total bridge length to 70' and use 24" cored slabs. Use vertical face abutments to retain soil behind.
5624	S-42-197 (OLD SPARTANBURG HWY) REPL. BRIDGE OVER SOUTH TYGER RIVER	195	210	SPA: 50' SPB: 100' SPC: 60'	SPA: 21" CORE SLAB SPB: 39" BOX BEAM SPC: 100'; 39" BOX BEAM SPC: 24" CORE SLAB	

Structural: once the hydraulic and geotechnical conditions are evaluated, the reduction of total bridge length can be assessed. Preliminarily, the use of cored slabs and box beams with asphalt topping continues to be a cost-efficient and highly constructible option in that area of South Carolina. Consequently, the elimination of spans and reduction of total structure length was evaluated using these beam types. It is our understanding that all bridge sites are in a low seismic zone which allows for the use of engineered fill for the construction of bridge approaches without major concerns of liquefaction and lateral spreading during the design seismic event.



S-51 over Snow Creek (Existing Conditions)

- Existing Bridge – 3-span, cored slab bridge founded on timber bents
- FEMA regulated stream, but not hydraulically grade controlled
- Ex. 95' Bridge is near sag point on roadway approaches
- Utilities Observed - Overhead Power



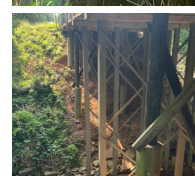
S-197 over South Tyger River (Existing Conditions)

- Existing Bridge – 10 span, cored slabs and double-Ts, founded on timber bents with retrofits
- FEMA regulated stream, Hydro input on the bridge layout will be required to ensure no freeboard issues and achieve a no-rise certification
- Utilities Observed - Overhead Power, crosses near EB, Waterline on side of bridge



S-168 over Choestoea Creek (Existing Conditions)

- Existing Bridge – 5-span, cored slab, founded on 2 timber bents and 2 steel bents
- FEMA regulated stream, but not hydraulically grade controlled
- Utilities Observed - Waterline attached, OH Power



S-168 over Tributary to Choestoea Creek (Existing Conditions)

- Existing Bridge – 7-span, cored slab, founded on steel, timber and jacketed bents
- Not FEMA regulated stream, and not hydraulically grade controlled
- Utilities Observed - Overhead Power



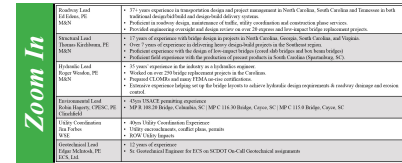
S-133 over Little Cane Creek (Existing Conditions)

- FEMA regulated stream, but not hydraulically grade controlled
- Utilities Observed - Transmission Power 1 side

3.4 EXPERIENCE OF KEY INDIVIDUALS Please see Appendix A – Key Individual Resumes for the full resumes.

All team members hold the current licenses required for performing work on the project under state and local laws and will perform singular roles.

All design reports, plans, and design calculations shall be signed and sealed by an unrestricted Professional Engineer registered in the State of South Carolina. The DB Team commits key staff who are available for the duration of the project and will satisfy the minimum requirements for the following key staff roles: Project Manager, Lead Design Engineer, and Construction Manager.



POSITION/NAME/FIRM	KEY QUALIFICATIONS
Project Manager <u>Troy Carter, PE</u> Thalle	<ul style="list-style-type: none"> 30+ years in construction, with 10+ years managing D-B projects up to \$346M 20+ years of SCDOT work Skilled in roadway, drainage, complex MOT, staged bridge construction under traffic, and bridge construction over water Decades long relationships with SCDOT leadership and roadway/bridge project construction teams
Lead Design Engineer <u>Santiago Aguilar, PE</u> M&N	<ul style="list-style-type: none"> 20 years of experience as bridge structural engineer with projects across several states including North Carolina, Georgia, Virginia, and Florida. Proficient bridge structural engineer with recent experience with the design of stream-crossing core slab and box beam bridges in Western North Carolina, near the location of Package 21 bridges.. Proficient experience with Accelerated Bridge Construction (ABC) and problem-solving during construction. Extensive field experience related to bridge construction on secondary roads over streams.
Construction Manager <u>Eric Kuehnle</u> Thalle	<ul style="list-style-type: none"> 24 years progressive career as an operator, foreman, superintendent, construction manager, and current role as Operations Manager. Extensive experience in bridge construction including deep/shallow foundations, steel/concrete girders, cored slab structures, sub/superstructure concrete over waterways, roads and railroads. Highly skilled in developing work plans around difficult access and working with temporary work trestle

3.5 PAST PERFORMANCE OF TEAM

It is because of previous collaboration that we feel confident our team can work closely and efficiently as we have proposed on five statement of work requests for DB pursuits, including preliminary design analysis to determine the most cost-efficient design solutions. In addition, our Project Manager, Troy Carter has been working with NCDOT & SCDOT for 30 years, successfully completing projects, cultivating relationships with project teams and DOT leadership, navigating environmental considerations, and innovating the construction industry. Thalle's NCDOT Northampton C204210 project, presented a challenge when Troy joined the team partway through construction. Facing right of way delays and a segmented collaboration effort, Troy utilized his connections with NCDOT leadership, previous roadway construction experience, and creative solutions to change the phasing of the project in such a way that the project's completion is expected six months prior to the scheduled completion date. Troy's connections at NCDOT allowed collaboration between all stakeholders to tackle construction issues and eliminate delays moving forward. Our team intends to bring effective communication and cost efficiency to SCDOT on this project. Thalle has assembled an experienced project team specifically to meet SCDOT design and construction expectations. As indicated throughout this proposal our team brings express design build bridge knowledge and SCDOT experience. Neither Thalle nor any of the team members have been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity; nor are any such actions pending against the company (Team) within the past five years. See Appendix B and Appendix C for further details.

Appendix A

Key Individual Resume Forms



KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
a.	Name & Title: Troy Carter, P.E. Project Executive
b.	Role of Key Individual for this Project: Project Manager
c.	Name of Firm with which you are now associated: Thalle Construction Co., Inc. (Thalle)
d.	<p>Years of Experience: With this Firm <u>2</u>Years With Other Firms <u>28</u>Years</p> <p><u>Thalle:</u> Project Executive – Responsible for all DOT projects within region, 2024 – 2025</p> <p><u>Lane Construction:</u> Vice President, Construction – Served five DOT projects totaling over \$1B of work, 2023 – 2024</p> <p><u>Lane Construction:</u> Project Director – Responsible for overseeing all contracts from selection through execution, 2018 – 2023</p> <p><u>Lane Construction:</u> Senior Project Manager – Responsible for overall management of the projects, 2010 – 2017</p> <p><u>Lane Construction:</u> Senior Project Engineer – Supervised field crews for projects totaling approximately \$1.5 billion, 2005 – 2009</p>
e.	<p>Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):</p> <p>Southern Illinois University Edwardsville / Edwardsville, Illinois / Bachelor of Science / 1995 / Civil Engineering</p> <p>Marion Military Academy, Commissioned 2LT</p>
f.	<p>Active Registrations: Year First Registered/State/Discipline/All Active Registration #s:</p> <p>2015 / VA / Professional Engineer / 040255381</p> <p>2006 / NC / Professional Engineer / 032649</p>
g.	<p>Document the extent and depth of your experience and qualifications relevant to the Project.</p> <p><u>SCDOT Bridge Replacement Over Broad River</u></p> <p>Key Personnel Role: Project Manager</p> <p>Experience with Firm: Lane Construction</p> <p>Project/Assignment Duration: Project 2010-2014, Assigned 2010-2014</p> <p>Owner Contact Information: SCDOT, Chris Kelly, P.E., 800 737-1200</p> <p>Design/Construction Value: \$20 Million</p> <p>Project Description: Troy managed the \$20 million construction of a new four-lane, 1,160-foot bridge using staged construction, demolition of the existing bridge using staged demolition, and relocation of all utilities. He oversaw superintendents, foreman, and engineers; directed project development; and verified that construction met the project schedule. He estimated required resources, tracked project milestones, and maintained a safe, high-quality project. This project included significant considerations to be made for the presence of the Broad River. The river's fluctuating water depths and hard rock bed presented challenges that Troy and his team successfully navigated to complete the project.</p> <p><u>SCDOT Ace Basin Widening and Bridges D-B</u></p> <p>Key Personnel Role: Structures Manager</p> <p>Experience with Firm: Lane Construction</p> <p>Project/Assignment Duration: Project 2010-2013 Assigned 2010-2013</p>

Owner Contact Information: SCDOT, Tim Henderson , (843) 740-1665

Design/Construction Value: \$76 Million

Project Description:

This \$76 million D-B project widened US 17 through environmentally sensitive areas to a 4-lane divided highway with three bridges. The project included design, traffic control, asphalt, cement treated base, signals, drainage, excavation, guardrail, pavement markings, box culvert, subsurface weeps, surcharge, right-of-way services and acquisition, railroad coordination, and utility relations/community outreach efforts. Troy oversaw construction of the project, managed crews, and maintained the project schedule and budget. Because of the environmentally sensitive area in which this project took place, Troy established erosion control measures to limit sedimentation getting into the wetlands. Furthermore, the team utilized barges and equipment protection to ensure no water contamination when working in the water underneath the structure. This cored slab bridge also required deflections for formwork when pouring the deck in the water.

SCDOT US 21 Bridge Over The Catawba River

Key Personnel Role: Project Manager

Experience with Firm: Lane Construction

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

Owner Contact Information: SCDOT, Jason Johnston, (803) 377-4155

Design/Construction Value: \$17 Million

Project Description:

Managed the construction of the \$17 million project that involved replacing the 2-lane bridge over the Catawba River along US 21/Cherry Road in Rock Hill. The new structure is 1,000 feet long and has five travel lanes, two bike lanes, and sidewalks on both sides. This project was completed on time by Troy and his team. This project was another rural bridge project requiring considerations for water depth fluctuations and erosion control measures.

NCDOT Alamance County C204106

Key Personnel Role: Project Executive

Experience with Firm: Thalle

Project/Assignment Duration: Project 2020-2023 Assigned 2024-2025

Owner Contact Information: NCDOT, Stephen Robinson, sjrobinson@ncdot.gov, (336) 570-6830

Design/Construction Value: \$17 Million

Project Description:

Troy oversaw the closeout of the two-mile highway project connecting Mebane Rogers Road to Highway 119. Troy worked with NCDOT to complete the work and closeout. The NCDOT Alamance project is the second phase of the major Highway 119 Bypass Relocation project. A two-mile highway connecting Mebane Rogers Road to Highway 119 passing through a corner of the historic Cates Farm property and through the critical watershed boundary area of the Graham-Mebane Reservoir. Within those two miles, there are approximately 11 acres of clearing and 300,000 cubic yards of material being moved. The Thalle team constructed a new two-lane bridge over an active creek and relocated 6-inch and 12-inch waterlines (including jack and bore) under Highway 119.

NCDOT I-440 Improvements (U-2719/U-4437) D-B

Key Personnel Role: Project Director

Experience with Firm: Lane Construction

Project/Assignment Duration: Project 2018-2023 Assigned 2018-2023

Owner Contact Information: NCDOT, Mark Craig (919) 367-8874

Design/Construction Value: \$346 Million

Project Description:

This \$346 million D-B project widens 6.5 miles of urban I-440 and improves several interchanges and bridges in a congested area with high traffic volumes. This project required extensive coordination efforts involving utilities, right-of-way, and railroads. Troy provided overall leadership and was responsible for meeting project requirements and providing safe, timely delivery.

- 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.

Troy is currently assigned to a NCDOT US-158 / NC-46 from I-95 / NC-46 in Roanoke Rapids as the Project Executive. The project is scheduled to be completed by fall of 2025, prior to the beginning of this project.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual Anticipated for the Project	
a. Name & Title:	Santiago E Aguilar, PE Senior Project Manager
b. Role of Key Individual for this Project:	Project Manager
c. Name of Firm with Which you are Now Associated:	Moffatt & Nichol, Inc.
d. Years of Experience:	<p>With this Firm: 1 year With Other Firms: 18 years</p> <p>Firm 1: Moffatt & Nichol – Senior Project Manager – Santiago is currently responsible for the deliverable of contract documents for projects that are highly relevant to this pursuit (see Section h of this document). Santiago is in charge of the bridge structures discipline in our Raleigh office. Santiago directly oversees, performs quality control/assurance, performs analysis/design as required to assist his structures team in the delivery of plans, specifications, cost estimates, calculation books of projects for the North Carolina Department of Transportation (NCDOT). Santiago also assists in the preparation of prospective project proposals, site scoping meetings, communication with clients, and coordination with other disciplines. Santiago is also in charge of tracking budgets and schedules, preparing invoices, and maintaining his client base (2024-2025).</p> <p>Firm 2: WSP/LouisBerger/BergerABAM – Project Manager/Project Engineer (2006-2024) – Santiago grew professionally at this firm since obtaining his college degree ranging from staff structural engineer to project manager. Santiago actively designed and managed transportation structure projects in northwest United States. Regarding relevant projects to this pursuit, Santiago was in charge of the delivery of several bridge replacements with a wide variety of complexity levels. Section h shows the projects that are most relevant for this pursuit.</p>
e. Education:	<p>Michigan Tech University / Houghton, MI /2006/ Master of Science in Structural Engineering</p> <p>Michigan Tech University / Houghton, MI /2004/ Bachelor of Science in Structural Engineering</p>
f. Active Registrations:	<p>2009 / WA / Professional Engineer – Civil / 45714 2009 / TX / Professional Engineer – Civil / 103865 2018 / NC / Professional Engineer – Civil / 046232 2018 / SC / Professional Engineer – Civil / 35233 2018 / VA / Professional Engineer – Civil / 402058967 2018 / DC / Professional Engineer – Civil / PE920560 2020 / GA / Professional Engineer – Civil / PE046244 2023 / GA / Professional Engineer – Structural / SE001285 2024 / FL / Professional Engineer – Civil / 99821 2024 / PR / Professional Engineer – Civil / 29107</p>

- g. Document the extent and depth of your experience and qualifications relevant to the Project.

**NCDOT Express Design Build, Division 13, Group 4, Project No. 18313.1059015.PR
Bridge over Curtis Creek on US HWY 70 Between SR 1233 & SR 1227 (No. 44)**

Key Personnel Role: Structures Discipline Project Manager

Experience with Current Firm: 1 year

Project/Assignment Duration: 2024 - present

Owner Contact Information: NCDOT - Division 13 Resident Engineer, Travis Henley, tjhenley1@ncdot.gov, (828) 803-6120

Design/Construction Value: \$ 2.3 million

Project Description:

This project is part of the Hurricane Helene Emergency Express **Design Build** bridge replacements. The project consisted of the replacement of a 4-span, 150-ft long, cast-in-place reinforced concrete girder bridge. This bridge will be replaced with a 2-span, 180' long, precast-prestressed 45" Florida I-beam girder bridge with cast-in-place reinforced concrete deck. The bridge will be comprised of L-shape abutments founded on HP piles. Santiago is in charge of coordinating with the bridge design team in producing plans, specifications, bill of materials, and design book. Santiago is also in charge of tracking design budgets, schedules, and cost control. Santiago is ultimately responsible for all structural discipline deliverables per Division 13 requirements as per all the projects being showcased in this document.

Relevance: This project is similar to S-168 over Tributary to Choestoea Creek due to its size, accessibility to site, and general layout of the bridge.

**NCDOT Express Design Build, Division 13, Group 4, Project No. DF18313.2059015.PR
Bridge over Mill Creel on SR 1407 Between SR 1408 & SR 1400 (No. 90)**

Key Personnel Role: Structures Discipline Project Manager

Experience with Current Firm: 1 year

Project/Assignment Duration: 2024 - present

Owner Contact Information: NCDOT - Division 13 Resident Engineer, Travis Henley, tjhenley1@ncdot.gov, (828) 803-6120

Design/Construction Value: \$ 2.2 million

Project Description:

Hurricane Helene Emergency Express **Design Build** bridge replacements. This project involves the replacement of a 3-span, 91-ft long, steel stringer bridge which was destroyed beyond repair during Hurricane Helene. This bridge will be replaced with a 2-span, 103' long, precast-prestressed 24" **cored slab** bridge. The bridge will have vertical face abutments founded on HP piles. Santiago oversees the bridge design team in producing plans, specifications, bill of materials, and design book. Santiago also keeps track of budgets, schedules, and cost control.

Relevance: This project is comparable to S-51 over Snow Creek due to its size, terrain, and general layout of the bridge.

**NCDOT Express Design Build, Division 13, Group 9, Project No. DF18313.2011206.PR
Bridge over Rocky Creek on SR 2783 Between SR 2776 & Crawford Rd (No. 394)**

Key Personnel Role: Structures Discipline Project Manager

Experience with Current Firm: 1 year

Project/Assignment Duration: 2024 - present

Owner Contact Information: NCDOT - Division 13 Resident Engineer, Rob Cousins, PE, rob.cousins@summitde.com, (919) 732-3883

Design/Construction Value: \$ 1.3 million

Project Description:

Hurricane Helene Emergency Express **Design Build** bridge replacements. The project consisted of the replacement of a double corrugated pipe culvert spanning approximately 50- ft as the original bridge was destroyed and washed away during Hurricane Helene. This bridge will be replaced

with a simple span, 48' long, precast-prestressed 21" **cored slab** bridge. The bridge will be comprised of vertical face abutments founded on HP piles. Santiago is in charge of managing the bridge design team in producing plans, specifications, bill of materials, and design book. Santiago is also in charge of tracking budgets, schedules, and cost control.

Relevance: This project is comparable to S-168 over Little Choestoea Creek due to the general topography, access to the site and the superstructure girder type that we anticipate for the replacement.

NCDOT Express Design Build, Division 13, Group 9, Project No. DF18313.2011274.PR
Bridge over Ashworth Creek on SR 2810 Between US HWY 74 & SR 2811 (No. 396)

Key Personnel Role: Structures Discipline Project Manager

Experience with Current Firm: 1 year

Project/Assignment Duration: 2024 - present

Owner Contact Information: NCDOT - Division 13 Resident Engineer, Rob Cousins, PE, rob.cousins@summitde.com, (919) 732-3883

Design/Construction Value: \$1.3 million

Project Description:

Hurricane Helene Emergency Express **Design Build** bridge replacements. The project involves the replacement of a bridge structure that was destroyed and washed away during Hurricane Helene.

This bridge will be replaced with a simple span, 58' long, precast-prestressed 21" **cored slab** bridge. The bridge will be comprised of vertical face abutments founded on HP piles. Santiago oversees all project management duties at this site.

Relevance: The delivery method of this showcase project is like Package 21. The featured project requires core slabs for the superstructure.

NCDOT Express Design Build, Division 13, Group 9
Bridge over Cane Creek on SR 2782 Between SR 2776 & SR 2816 (No. 118)

Key Personnel Role: Structures Discipline Project Manager

Experience with Current Firm: 1 year

Project/Assignment Duration: 2024 - present

Owner Contact Information: NCDOT - Division 13 Resident Engineer, Rob Cousins, PE, rob.cousins@summitde.com, (919) 732-3883

Design/Construction Value: \$1.2 million

Project Description:

Hurricane Helene Emergency Express **Design Build** bridge replacements. The project included the replacement of a bridge that got washed away during Hurricane Helene. This bridge will be replaced with a simple span, 63' long, precast-prestressed 24" **cored slab** bridge. The bridge will be comprised of vertical face abutments founded on HP piles (abutment 1) and spread footing (abutment 2). Santiago is in charge of managing the bridge design team in producing plans, specifications, bill of materials, and design book. Santiago is also in charge of tracking budgets, schedules, and cost control.

Relevance: The delivery method of this showcase project is like Package 21. The featured project requires core slabs for the superstructure. For longer spans, concrete box girders can be used.

- 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.

Santiago is actively working in supervisory roles in various projects in North Carolina as well as project pursuits. Santiago is not assigned to any specific project full-time and is committed to fulfill duties as Project Manager in this pursuit.

NCDOT, Rockingham County, Project No. BR-0098
Bridge over US 29 on SR 1767 Between SR 2085 and US 29 Business

Key Personnel Role: Structures Discipline Project Manager

Experience with Current Firm: 1 year

Project/Assignment Duration: 2024 - present

Owner Contact Information: NCDOT – Project Management Unit, Lindsay Crocker,
lhcrocker@ncdot.gov, (919) 707-6056

Design/Construction Value: \$7.0 million

Project Description:

The project involves the replacement of a 4-span, reinforced concrete deck on steel I-beams over US 29 which has aged beyond repair. Although this project is being delivered using the traditional design-bid-build method, the schedule was accelerated to secure state funding for construction. The project include the demolition of the existing structure while maintaining traffic on US 29, placement of temporary shoring, placement of new bridge bents, and construction of the new bridge superstructure using precast-prestressed concrete girders. Our experience with project schedule and multi-disciplinary coordination is an asset that can be applied to the bridge replacements for Package 21.

Relevance: This is a typical bridge replacement project in direct coordination with NCDOT. It is also a multi-disciplinary coordination effort for the production of contract documents. The schedule was accelerated to secure funding for the current fiscal year infrastructure exercise. This project required quick on-the-spot structural foundation modification to avoid the existing bridge foundation which was abandoned in place.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
a.	Name & Title: Eric Kuehnel Construction Manager
b.	Role of Key Individual for this Project: Construction Manager
c.	Name of Firm with which you are now associated: Thalle Construction Co., Inc. (Thalle)
d.	Years of Experience: With this Firm <u>24</u> Years With Other Firms <u>0</u> Years Thalle: Construction Manager – Responsible for overseeing DOT projects, 2022 – 2025 Thalle: General Superintendent – Responsible for overall site operations on assigned NCDOT projects, 2017 – 2022 Thalle: Superintendent – Supervises daily construction activities and workforce, 2009 -2017 Thalle: Assistant Superintendent – Supports the superintendent in managing site tasks, 2006 -2009 Thalle: Project Engineer – Handles technical aspects and ensures project specifications are met, 2001 - 2006
e.	Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): Mount Saint Mary College / Newburgh, New York / Bachelor of Arts / 1998 / Business Management & Administration
f.	Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2011 / CSX Contractor Certification Facilitator OSHA 10 Competent Person Certification – Rigging, Confined Space Entry, Trenching and Excavation MSHA 8-Hour Training
g.	Document the extent and depth of your experience and qualifications relevant to the Project. <div style="margin-top: 10px;"> <u>NCDOT Northampton C204210</u> Key Personnel Role: Construction Manager Experience with Current Firm: Thalle Project/Assignment Duration: Project 2021-2025, Assigned 2021-2025 Owner Contact Information: NCDOT, David Otts, PE, dbotts@ncdot.gov , 252-482-1850 Design/Construction Value: \$83 Million Project Description: US-158 / NC-46 from I-95 / NC-46 in Roanoke Rapids to SR-1312 (St. John Church Street). Work includes grading, drainage, paving, and structures. Eric is working in tandem with Project Manager, Troy Carter, to complete this project six months ahead of the current projected completion date. </div> <div style="margin-top: 10px;"> <u>NCDOT Alamance County C204106</u> Key Personnel Role: Superintendent Experience with Current Firm: Thalle Project/Assignment Duration: Project 2017-2021, Assigned 2017-2021 Owner Contact Information: NCDOT, John Howell, jhowell@ncdot.gov, 336-570-6830 Design/Construction Value: \$8.2 Million Project Description: The NCDOT Alamance project is the second phase of the major Highway 119 Bypass Relocation project. A two-mile highway connecting Mebane Rogers Road to Highway 119 passing through a corner of the historic Cates Farm property and through the critical watershed boundary area of the Graham-Mebane Reservoir. Within those two miles, there are approximately 11 acres of clearing and 300,000 cubic yards of material being moved. The Thalle team constructed a new two-lane bridge over an active creek and relocated 6-inch and 12-inch waterlines (including jack and bore) under Highway 119. </div>

NCDOT Alamance County C203884**Key Personnel Role:** Superintendent**Experience with Current Firm:** Thalle**Project/Assignment Duration:** Project 2017-2021, Assigned 2017-2021**Owner Contact Information:** NCDOT, John Howell, jhowell@ncdot.gov, 336-570-6830**Design/Construction Value:** \$83 Million**Project Description:**

The roadway/bridge project consisted of relocating NC-119 from I-40 / 85 to SR-1921 (Mebane Rogers Road / Stagecoach Road). Scopes of work included the soil stabilization for roadway and concrete road paving, the construction of a new bridge and diverging diamond intersection, and installation of various size RCP storm drainage. The project included I-85 detours and lane closures for pier construction and girder installation as well as constructing diverging diamond interchange. A diverging diamond interchange allows two directions of traffic to temporarily cross to the left side of the road. It moves high volumes of traffic through an intersection without increasing the number of lanes and traffic signals. This movement provides easier access to an interstate. The project also included coordinating 72 hours shutdown for demolition, paving, concrete work, pavement markings, signalization to open the roadway to new traffic pattern.

- 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.
Eric is currently assigned to a NCDOT US-158 / NC-46 from I-95 / NC-46 in Roanoke Rapids as the Construction Manager. The project is scheduled to be completed by fall of 2025, prior to the beginning of this project.



Appendix B

Work History and Quality Forms


(Section 3.5.1)



WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Thalle Construction Co., Inc. (Thalle) – Prime Contractor

a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project design or construction Thalle Construction Co., Inc. (Thalle)	c. Contact information of the Client & their Project Manager who can verify Thalle’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 Thalle (in thousands)
Name: NCDOT C203533 - Bridges 42 & 43 over Neuse River on 70 Delivery Method: DBB Location: Lenoir County, NC	Name: Contractor: Thalle Construction Co., Inc. (Thalle)	Name of Owner: NCDOT Project Manager: R.A. Garris. P.E. Phone: 919-707-6900 Email: rgarris@ncdot.gov	07/2015 10/2016	\$13,617,414.01	\$13,617,414.01
g. Narrative describing the work performed by Thalle.					
<p>The C203533 NCDOT The Lenoir County Bridges project included construction of Bridges #42 and #43 over the Neuse River in Kinston, North Carolina.</p> <p>The project included the following work:</p> <ul style="list-style-type: none">• Demolishing the existing bridge in sections• Construction of new two lane bridges over the Neuse River• Relocation of existing utilities• Major traffic control with detours• Bridge Abutment Foundation Piles• 44 EA HP14x73 Piles (60 ft long)• 34 EA HP12x53 Piles (55 ft long)• Concrete girders• Cast-in-place pan decking• Parapets architectural church rail• Subcontractor work including paving / asphalt sub and earthwork <div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of Thalle’s performance on the project to identify Thalle with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Thalle that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Thalle worked closely with NCDOT to complete with the project while working in a environmentally sensitive condition. The project team worked through the devastation of Hurricane Matthew.					
i. Quality Initiatives. Discuss Thalle 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.					
Thalle's quality initiatives for the NCDOT C203533 project, which involved constructing bridges over the Neuse River on US 70/US 258B, included meticulous cost control and strict adherence to the project schedule to ensure timely completion. Additionally, Thalle proactively avoided claims through comprehensive risk management and employed rigorous quality assurance protocols to enhance the overall project outcomes.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Thalle shall provide a detailed explanation below.					
None					

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Thalle Construction Co., Inc. (Thalle) – Prime Contractor

a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project design or construction Thalle Construction Co., Inc. (Thalle)	c. Contact information of the Client & their Project Manager who can verify Thalle’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 Thalle (in thousands)
Name: NCDOT C204106 Alamance Delivery Method: DBB Location: Mebane, NC	Name: Contractor: Thalle Construction Co., Inc. (Thalle)	Name of Owner: NCDOT Project Manager: Stephen Robinson Phone: 336-570-6830 Email: sjrobinson@ncdot.gov	10/2018 01/2023	\$8,273,735.80	\$8,273,735.80
g. Narrative describing the work performed by Thalle.					
<p>The C204106 NCDOT Alamance project consisted of a construction of a two-mile highway connecting Mebane Rogers Road to Highway 119. Within those two miles, there are approximately 11 acres of clearing and 300,000 cubic yards of material being moved. The Thalle team is also constructing a new two-lane bridge over an active creek and relocating 6-inch and 12-inch waterlines (including jack and bore) under Highway 119. Other major scopes of work on this project include soil stabilization and multiple temporary and permanent erosion control devices throughout the project.</p> <div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of Thalle’s performance on the project to identify Thalle with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Thalle that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Thalle worked closely with NCDOT to maintaining the proper flow of traffic during the entirety of construction, as well as construction over an active creek.					
i. Quality Initiatives. Discuss Thalle 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.					
Owner directed change orders increased the final contract price, however the schedule of construction remained and this project was completed on time.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Thalle shall provide a detailed explanation below.					
None					

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Moffatt & Nichol, Inc. (MN) - Lead Designer

a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project design or construction Moffatt & Nichol, Inc. (MN)	c. Contact information of the Client & their Project Manager who can verify MN’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 MN (in thousands)
Name: NCDOT Emergency Express DB Division 13 Group 4 Bridges 44 & 90 Delivery Method: DB Location: McDowell County, NC	Name: S.T. Wooten Corporation	Name of Owner: NCDOT Project Manager: Byron Kyle Phone: 919-707-6621 Email: btKyle@ncdot.gov	11/2025 10/2026	\$4,562,500.00	\$524,000.00
g. Narrative describing the work performed by MN.					
<p>The C205021 NCDOT Emergency Express Design Build Division 13 Group 4 Bridge Replacements included the replacement of two bridges in McDowell County, NC, Bridge No. 580044 and Bridge No. 580090.</p> <p>MN was the lead designer for the two (2) bridges in this group and all designs were completed in the Raleigh, NC office. MN provided Roadway Design, Hydraulic Design, Structure Design, Erosion Control Design, Traffic Control, Signing, Pavement Markings, and Permit Drawings for both of these bridges. MN coordinated and provided oversight for additional services provided by subconsultants including Geotechnical, Surveying, Utility Coordination, and Right-of-Way Acquisition.</p> <p>MN developed the project schedule to get all disciplines through approved final and Released for Construction Plans (RFC), coordinated and led all progress meetings with NCDOT Division and Design Build personnel, performed internal QC for all submittals prior to NCDOT review, and coordinated with the contractor will all quantities after RFC approval.</p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of MN’s performance on the project to identify MN with firms or personnel that have successfully completed projects on time and on or under budget, and to identify MN that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
MN worked closely with NCDOT throughout the RFC process of the project and engaged with the Design Build Unit, Division or Individual Unit when the need arose. Keeping close coordination with the owner helped to move the project along and allowed us to stay on schedule and in some instances ahead of schedule.					
i. Quality Initiatives. Discuss MN’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.					
MN utilized a robust internal QC process which allowed us to get approvals more efficiently as we moved through the RFC process. When we did have issues pop up we were proactive and requested meetings with the reviewers to help keep us on schedule and the design process moving smoothly. The MN team was very mindful of the major milestones that were prerequisites for other disciplines to be able to being their work. This was especially important for utilities, at the Right-of-Way stage and for permit drawings. Engaging with utilities early, getting approved ROW plans, getting approved permit drawings were very critical to maintain the schedule.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, MN shall provide a detailed explanation below.					
None					

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Moffatt & Nichol, Inc. (MN) - Lead Designer

a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project design or construction Moffatt & Nichol, Inc. (MN)	c. Contact information of the Client & their Project Manager who can verify MN’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 MN (in thousands)
Name: NCDOT Emergency Express DB Division 13 Group 9 Bridges 118, 346, 349, 464 & 716 Delivery Method: DB Location: Buncombe County, NC	Name: S.T. Wooten Corporation	Name of Owner: NCDOT Project Manager: Byron Kyle Phone: 919-707-6621 Email: btkyle@ncdot.gov	11/2025 10/2026	\$6,389,388.10	\$1,060,700.00
g. Narrative describing the work performed by MN.					
<p>The C205021 NCDOT Emergency Express Design Build Division 13 Group 4 Bridge Replacements included the replacement of two bridges in McDowell County, NC, Bridge No. 580044 and Bridge No. 580090.</p> <p>MN was the lead designer for the five (5) bridges in this group and all designs were completed in the Raleigh, NC office. MN provided Roadway Design, Hydraulic Design, Structure Design, Erosion Control Design, Traffic Control, Signing, Pavement Markings, and Permit Drawings for both of these bridges. MN coordinated and provided oversight for additional services provided by subconsultants including Geotechnical, Surveying, Utility Coordination, and Right-of-Way Acquisition.</p> <p>MN developed the project schedule to get all disciplines through approved final and Released for Construction Plans (RFC), coordinated and led all progress meetings with NCDOT Division and Design Build personnel, performed internal QC for all submittals prior to NCDOT review, and coordinated with the contractor will all quantities after RFC approval.</p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of MN’s performance on the project to identify MN with firms or personnel that have successfully completed projects on time and on or under budget, and to identify MN that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
MN worked closely with NCDOT throughout the RFC process of the project and engaged with the Design Build Unit, Division or Individual Unit when the need arose. Keeping close coordination with the owner helped to move the project along and allowed us to stay on schedule and in some instances ahead of schedule.					
i. Quality Initiatives. Discuss MN’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.					
MN utilized a robust internal QC process which allowed us to get approvals more efficiently as we moved through the RFC process. When we did have issues pop up we were proactive and requested meetings with the reviewers to help keep us on schedule and the design process moving smoothly. The MN team was very mindful of the major milestones that were prerequisites for other disciplines to be able to being their work. This was especially important for utilities, at the Right-of-Way stage and for permit drawings. Engaging with utilities early, getting approved ROW plans, getting approved permit drawings were very critical to maintain the schedule.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, MN shall provide a detailed explanation below.					
None					

Appendix C

Work History and Quality Forms

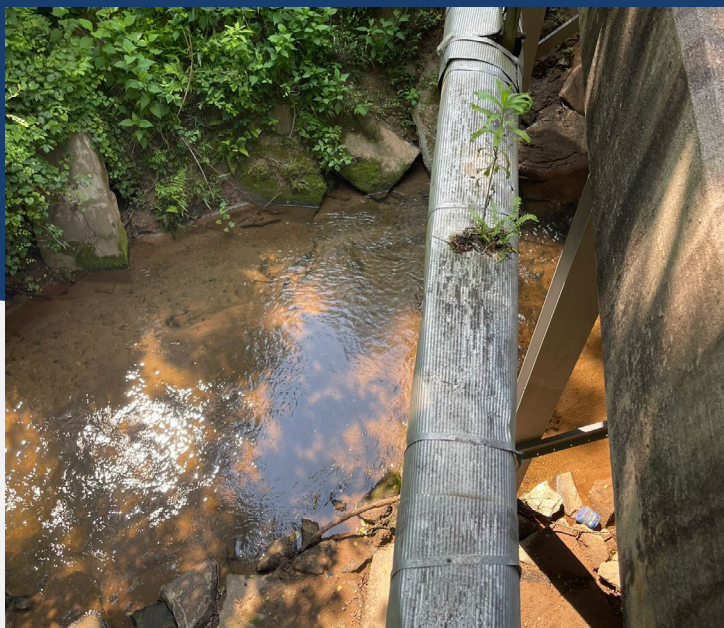
(Section 3.5.2)



Quality of Past Performance (Section 3.5.2)

Number	Question	Thalle	M&N
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	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	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?	No	No
3.5.2 (d)	Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	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	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
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

Appendix D Legal and Financial

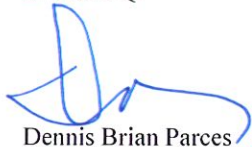


THALLE
CONSTRUCTION COMPANY
A TULLY GROUP COMPANY

July 8th, 2024

Re: Bridge Package 21 Design-Build Project
Contract ID 5368980
Oconee and Spartanburg Counties, SC

Thalle Construction Co., Inc. has the financial capacity and the resources necessary to complete the Project as proposed in the RFQ.



Dennis Brian Parces
Assistant Secretary
Vice President

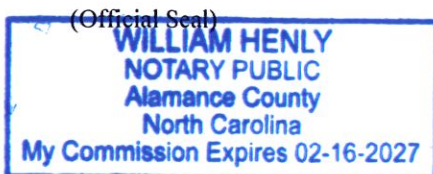
State of North Carolina
County of Orange

I certify that the following person(s) personally appeared before me this day, each acknowledging to me that he or she signed the foregoing document:

Dennis Brian Parces

Name(s) of principal(s)

Date: 7/8/25



Official Signature of Notary

William Henly, Notary Public

Notary's printed or typed name

My commission expires: 02-16-2027



July 22, 2025

South Carolina Department of Transportation
955 Park Street, Room 101
Columbia, South Carolina 29201

Attention: Renee Frazier

Re: Thalle Construction Co., Inc.
SCDOT Bridge Package 21 – Design-Build Project, Contract ID: 5368980

Dear Renee,

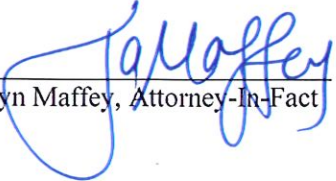
Federal Insurance Company and Liberty Mutual Insurance Company extend surety guarantees to Thalle Construction Co., Inc. covering construction projects of \$500,000,000 and a construction work program of \$3,000,000,000.

This commitment is subject to the normal qualifications of agreement on contract terms and conditions and satisfaction of underwriting factors. Any arrangement for any bond requests is a matter between Thalle Construction Co., Inc. and their sureties. We assume no liability to third parties, or to you, if for any reason we do not execute said bonds.

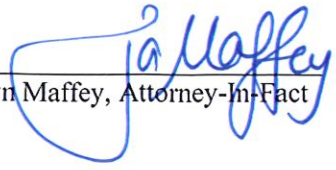
Thalle Construction Co., Inc. is a highly valued surety bond client of both Federal Insurance Company and Liberty Mutual Insurance Company and we have the utmost confidence in their ability to perform construction contracts and work programs in the above mentioned range.

Very truly yours,

Federal Insurance Company
A.M. Best Rating A++, XV

By: 
Jaclyn Maffey, Attorney-In-Fact

Liberty Mutual Insurance Company
A.M. Best Rating A, XV

By: 
Jaclyn Maffey, Attorney-In-Fact

ACKNOWLEDGEMENT OF SURETY COMPANY

STATE OF New Jersey

COUNTY OF Morris

ON THE 22nd DAY OF July, 2025 BEFORE ME PERSONALLY APPEARED Jaclyn Maffey TO ME KNOWN, WHO BEING BY ME DULY SWORN, DID DEPOSE AND SAY; THAT (S)HE IS THE ATTORNEY-IN-FACT OF Federal Insurance Company, THE CORPORATION THAT EXECUTED THE FOREGOING INSTRUMENT, AND ACKNOWLEDGED TO ME THAT SUCH CORPORATION EXECUTED THE SAME.

IN WITNESS WHEREOF, I HAVE HEREUNTO SET MY HAND AND AFFIXED MY OFFICIAL SEAL, AT MY OFFICE IN THE ABOVE COUNTY, THE DAY AND YEAR WRITTEN ABOVE.

Notary Public

Sandy S. James-Browne
Notary Public
State of New Jersey
My commission expires September 19, 2028

ACKNOWLEDGEMENT OF SURETY COMPANY

STATE OF New Jersey

COUNTY OF Morris

ON THE 22nd DAY OF July, 2025 BEFORE ME PERSONALLY APPEARED Jaclyn Maffey TO ME KNOWN, WHO BEING BY ME DULY SWORN, DID DEPOSE AND SAY; THAT (S)HE IS THE ATTORNEY-IN-FACT OF Liberty Mutual Insurance Company, THE CORPORATION THAT EXECUTED THE FOREGOING INSTRUMENT, AND ACKNOWLEDGED TO ME THAT SUCH CORPORATION EXECUTED THE SAME.

IN WITNESS WHEREOF, I HAVE HEREUNTO SET MY HAND AND AFFIXED MY OFFICIAL SEAL, AT MY OFFICE IN THE ABOVE COUNTY, THE DAY AND YEAR WRITTEN ABOVE.

Notary Public

Sandy S. James-Browne
Notary Public
State of New Jersey
My commission expires September 19, 2028

FEDERAL INSURANCE COMPANY
STATEMENT OF ASSETS, LIABILITIES AND SURPLUS TO POLICYHOLDERS

Statutory Basis
December 31, 2024
(In thousands)

ASSETS		LIABILITIES AND SURPLUS TO POLICYHOLDERS	
Cash, Cash Equivalents, and ST Investments	\$ (355,746)	Outstanding Losses and Loss Expenses	\$ 10,612,093
United States Government, State and Municipal Bonds	3,847,216	Reinsurance Payable on Losses and Expenses	1,730,804
Other Bonds	9,063,626	Unearned Premiums	3,117,855
Stocks	361,584	Ceded Reinsurance Premiums Payable	417,703
Other Invested Assets	<u>1,562,503</u>	Other Liabilities	<u>583,379</u>
TOTAL INVESTMENTS	<u>14,479,183</u>	TOTAL LIABILITIES	<u>16,461,834</u>
Investments in Affiliates:		Capital Stock	20,980
Great Northern Ins. Co.	444,946	Paid-In Surplus	2,711,474
Vigilant Ins. Co.	392,348	Unassigned Funds	<u>2,245,956</u>
Chubb National Ins. Co.	204,099	SURPLUS TO POLICYHOLDERS	<u>4,978,410</u>
Chubb Indemnity Ins. Co.	185,760		
Chubb Ins. Co. of New Jersey	41,523		
Chubb Lloyds Ins. Co. of Texas	6,140		
Other Affiliates	71,980		
Premiums Receivable	2,574,791		
Other Assets	<u>3,039,474</u>		
TOTAL ADMITTED ASSETS	<u>\$ 21,440,244</u>	TOTAL LIABILITIES AND SURPLUS	<u>\$21,440,244</u>

Investments are valued in accordance with requirements of the National Association of Insurance Commissioners. At December 31, 2024, investments with a carrying value of \$569,829,993 were deposited with government authorities as required by law.

STATE OF PENNSYLVANIA
COUNTY OF PHILADELPHIA

John Taylor, being duly sworn, says that he is Senior Vice President of Federal Insurance Company and that to the best of his knowledge and belief the foregoing is a true and correct statement of the said Company's financial condition as of the 31 st day of December, 2024.

Sworn before me this March 20, 2025


Senior Vice President


Notary Public

August 8, 2027
My commission expires

Commonwealth of Pennsylvania - Notary Seal
Drane Wright, Notary Public
Philadelphia County
My commission expires August 8, 2027
Commission number 1235745
Member, Pennsylvania Association of Notaries



LIBERTY MUTUAL INSURANCE COMPANY
FINANCIAL STATEMENT – DECEMBER 31, 2024

Assets	Liabilities
Cash and Bank Deposits.....\$4,608,826,756.00	Unearned Premiums.....\$9,890,896,878.00
*Bonds – U.S Government.....\$4,281,375,446.74	Reserve for Claims and Claims Expense.....\$29,467,071,865.00
*Other Bonds.....\$21,566,489,527.26	Funds Held Under Reinsurance Treaties.....\$341,948,172.00
*Stocks.....\$15,589,644,012.00	Reserve for Dividends to Policyholders.....\$954,025.00
Real Estate.....\$86,497,925.00	Additional Statutory Reserve.....\$150,547,865.00
Agents' Balances or Uncollected Premiums...\$7,512,975,129.00	Reserve for Commissions, Taxes and Other Liabilities.....\$5,049,906,410.00
Accrued Interest and Rents.....\$225,249,712.00	Total.....\$47,104,416,171.00
Other Admitted Assets.....\$19,367,663,200.00	Special Surplus Funds.....\$174,153,086.00
Total Admitted Assets.....\$74,539,483,661.00	Capital Stock.....\$10,000,075.00
	Paid in Surplus.....\$13,209,595,772.00
	Unassigned Surplus.....\$13,415,980,561.00
	Surplus to Policyholders.....\$27,435,067,490.00
	Total Liabilities and Surplus.....\$74,539,483,661.00

* Bonds are stated at amortized or investment value; Stocks at Association Market Values.
The foregoing financial information is taken from Liberty Mutual Insurance Company's financial statement filed with the Massachusetts Department of Insurance.

I, TIM MIKOLAJEWSKI, Assistant Secretary of Liberty Mutual Insurance Company, do hereby certify that the foregoing is a true, and correct statement of the Assets and Liabilities of said Corporation, as of December 31, 2024, to the best of my knowledge and belief.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Corporation at Seattle, Washington, this 8th day of March, 2025.



Timothy A. Mikolajewski

Timothy A. Mikolajewski, Assistant Secretary



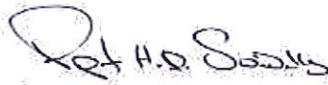
Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company
Westchester Fire Insurance Company | ACE American Insurance Company

Know All by These Presents, that FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, PACIFIC INDEMNITY COMPANY, a Delaware corporation, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY corporations of the Commonwealth of Pennsylvania, do each hereby constitute and appoint Ryan Gray, Marisol Mojica, Andreah Moran, Krystal L. Stravato, Jaclyn Maffey and Kevin T. Walsh Jr. of Whippany, New Jersey; Andrea E. Gorbett and Mariya Leonidov of Jericho, New York; Neil C. Donovan and Gerard Leib of Berwyn, Pennsylvania -----

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than ball bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY have each executed and attested these presents and affixed their corporate seals on this 7th day of October, 2024.


Rupert HD Swindells, Assistant Secretary


Warren Eichhorn, Vice President



STATE OF NEW JERSEY
County of Hunterdon

SS.

On this 7th day of October, 2024 before me, a Notary Public of New Jersey, personally came Rupert HD Swindells and Warren Eichhorn, to me known to be Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY, the companies which executed the foregoing Power of Attorney, and the said Rupert HD Swindells and Warren Eichhorn, being by me duly sworn, severally and each for himself did depose and say that they are Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY and know the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that their signatures as such officers were duly affixed and subscribed by like authority.

Notarial Seal



Albert Contursi
NOTARY PUBLIC OF NEW JERSEY
No 50202369
Commission Expires August 22, 2027


Notary Public

CERTIFICATION

Resolutions adopted by the Boards of Directors of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY on August 30, 2016; WESTCHESTER FIRE INSURANCE COMPANY on December 11, 2006; and ACE AMERICAN INSURANCE COMPANY on March 20, 2009:

"RESOLVED, that the following authorizations relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"):

- (1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.
- (2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as such attorney-in-fact.
- (3) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to appoint in writing any person the attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to delegate in writing to any other officer of the Company the authority to execute, for and on behalf of the Company, under the Company's seal or otherwise, such Written Commitments of the Company as are specified in such written delegation, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested."

I, Rupert HD Swindells, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY (the "Companies") do hereby certify that

- (i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect,
- (ii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this July 22, 2025




Rupert HD Swindells, Assistant Secretary

IN THE EVENT YOU WISH TO VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT:
Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com



POWER OF ATTORNEY

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

Certificate No: **8213270-985316**

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, Ryan Gray; Jaclyn Maffey; Michael Marino; Marisol Mojica; Andrea Moran; Krystal L. Stravato; Kevin T. Walsh, Jr.

all of the city of Whippany state of NJ 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 4th day of March, 2025.



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

By: Nathan J. Zangerle
Nathan J. Zangerle, Assistant Secretary

State of PENNSYLVANIA ss
County of MONTGOMERY

On this 4th day of March, 2025 before me personally appeared Nathan J. Zangerle, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2029
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 Nathan J. Zangerle, 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 22nd day of July, 2025.



By: Renee C. Llewellyn
Renee C. Llewellyn, Assistant Secretary



South Carolina Department of Transportation

Columbia, South Carolina

South Carolina Department

Of

Transportation

Prime Contractor

Prequalification Certificate

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

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

VENDOR NAME

THALLE CONSTRUCTION CO., INC.

Vendor ID:

1TH003

Date Issued:

October 18, 2024

Expiration Date:

October 31, 2025

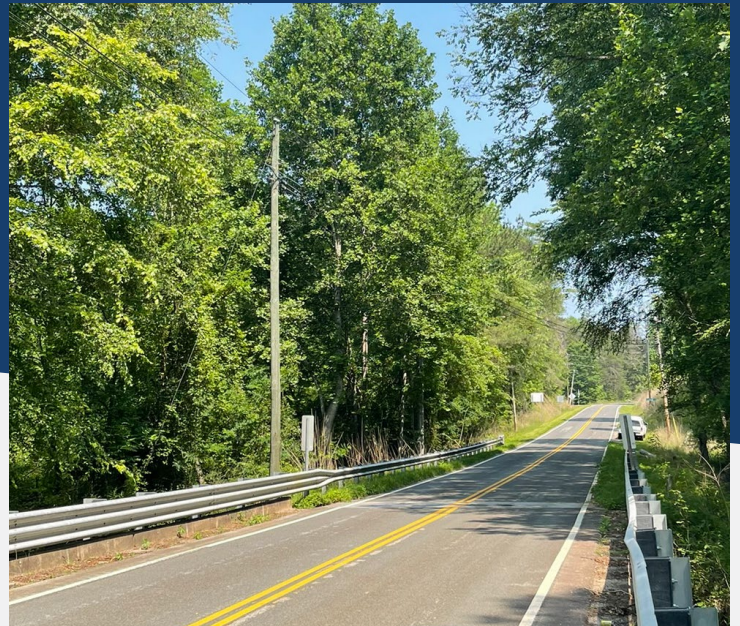
Approved By:

A handwritten signature in black ink is written over a horizontal line. The signature is stylized and appears to be "B. J. [unclear]".

Prequalification and Contracts Coordinator

Appendix E

Organizational Conflicts of Interest



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

7/9/2025

Date

Stephen E. Kohler, President and COO

Print Name

Thalle Construction Co., 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

July 9, 2025

Date

Ed Edens - Vice President, Transportation Director

Print Name

Moffatt & Nichol

Company

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

Name

Phone

Company

Appendix F Confidential or Proprietary Information Summary List



Appendix F - Confidential or Proprietary Information Summary List

Thalle Construction Co., Inc. (Contractor) and Moffatt & Nichol (M&N) (Lead Designer) do not hold any of the information in this submittal as confidential or proprietary.

Appendix G Addendum Receipt Forms



NOTICE OF RECEIPT
Bridge Package 21
Design-Build – Contract ID 5368980
Oconee and Spartanburg Counties

Addendum 1

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

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

Confirmation Statement:

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



PROPOSER's Signature

7/21/2025

Date

Stephen E. Kohler

Printed Name

For: Thalle - Moffatt & Nichol
Design-Build Team Name



Appendix H Key Individual and Contractor/Designer Reference Forms



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
kellycs@scdot.org	Chris	Kelly	Troy Micheal Carter	SCDOT Bridge Replacement Over Broad River	Project Manager	Lane
hendersotr@scdot.org	Tim	Henderson	Troy Micheal Carter	SCDOT Ace Basin Widening and Bridges D-B	Structures Manager	Lane
Johnstonjn@scdot.org	Jason	Johnston	Troy Micheal Carter	SCDOT US 21 Bridge Over The Catawba River	Project Manager	Lane
sjrobinson@ncdot.gov	Stephen	Robinson	Troy Micheal Carter	NCDOT Alamance County C204106	Project Executive	Thalle
mwcraig1@ncdot.gov	Mark	Craig	Troy Micheal Carter	NCDOT I-440 Improvements (U-2719/U-4437) D-B	Project Director	Lane
tjhenley1@ncdot.gov	Travis	Henley	Santiago Eduardo Aguilar	NCDOT Express Design Build, Division 13, Group 4, Project No. 18313.1059015.PR Bridge over Curtis Creek on US HWY 70 Between SR 1233 & SR 1227 (No. 44)	Structures Discipline Project Manager	Moffatt & Nichol
tjhenley1@ncdot.gov	Travis	Henley	Santiago Eduardo Aguilar	NCDOT Express Design Build, Division 13, Group 4, Project No. DF18313.2059015.PR Bridge over Mill Creel on SR 1407 Between SR 1408 & SR 1400 (No. 90)	Structures Discipline Project Manager	Moffatt & Nichol
rob.cousins@summitde.com	Rob	Cousins	Santiago Eduardo Aguilar	NCDOT Express Design Build, Division 13, Group 9, Project No. DF18313.2011206.PR Bridge over Rocky Creek on SR 2783 Between SR 2776 & Crawford Rd (No. 394)	Structures Discipline Project Manager	Moffatt & Nichol
rob.cousins@summitde.com	Rob	Cousins	Santiago Eduardo Aguilar	NCDOT Express Design Build, Division 13, Group 9, Project No. DF18313.2011274.PR Bridge over Ashworth Creek on SR 2810 Between US HWY 74 & SR 2811 (No. 396)	Structures Discipline Project Manager	Moffatt & Nichol
rob.cousins@summitde.com	Rob	Cousins	Santiago Eduardo Aguilar	NCDOT Express Design Build, Division 13, Group 9 Bridge over Cane Creek on SR 2782 Between SR 2776 & SR 2816 (No. 118)	Structures Discipline Project Manager	Moffatt & Nichol
lhcroker@ncdot.gov	Lindsay	Crocker	Santiago Eduardo Aguilar	NCDOT, Rockingham County, Project No. BR-0098 Bridge over US 29 on SR 1767 Between SR 2085 and US 29 Business	Structures Discipline Project Manager	Moffatt & Nichol
dbotts@ncdot.gov	Dave	Otts	Eric George Kuehnel	NCDOT Northampton C204210	Construction Manager	Thalle
jhowell@ncdot.gov	John	Howell	Eric George Kuehnel	NCDOT Alamance County C204106	Superintendent	Thalle
jhowell@ncdot.gov	John	Howell	Eric George Kuehnel	NCDOT Alamance County C203884	Superintendent	Thalle



[illegible]

Appendix I

Unique Entity ID Documentation

(Not Applicable)

