



STATEMENT OF QUALIFICATIONS

INTERSTATE 77 PANTHER INTERCHANGE DESIGN-BUILD PROJECT PROJECT ID P038652

YORK COUNTY, SOUTH CAROLINA

AUGUST 21, 2020



UNITED-BLYTHE
Panthers JV

SOQ NARRATIVE



3.2 INTRODUCTION

3.2.1 Contracting Entity

The *United-Blythe Panthers JV* (UBPJV) will be the contracting entity with two local and highly experienced design-build contractors who have dedicated to each other to exceed all of SCDOT's expectations for this high-profile

CONTRACTING ENTITY CONTACT INFO.

United-Blythe Panthers JV – Jim Triplett, PE

Email: jet@uig.net

Mobile Phone: 803-513-1900

5562 Pendergrass Blvd, Great Falls, SC 29055

PROJECT MANAGEMENT OFFICE

Design: 3014 Southcross Blvd., Rock Hill, SC 29730

Construction: Existing On-Site Office Trailer

Project: United Infrastructure Group, Inc. (UIG) and Blythe Development Company (Blythe). **Jim Triplett** and **Luke Blythe** are authorized to sign all contracts on behalf of the JV (see Article 11, JV Teaming Agreement in [Appendix D](#)). KCI Technologies, Inc. (KCI), a local, trusted and innovative professional design services firm, will lead UBPJV's design team. The UBPJV Team will provide all services necessary to complete the Interstate 77 Panther Interchange Design-Build Project in York County (referred to as "Project" hereinafter). The UBPJV Team was specifically assembled as a **100% local team** with **unmatched local design and construction resources** to **self-perform all major Project elements** with a **highly-accelerated schedule**, all of which will be fully supported and bolstered with the personal and complete commitment of Project Executives, Jim Triplett, Luke Blythe, and Merritt King, who are all located within 15 minutes of the Project.

3.2.2 Proposer's Point of Contact for Procurement

Jim Triplett, PE - CEO & President

5562 Pendergrass Blvd
Great Falls, SC 29055
803-513-1900 (m)
jet@uig.net



Shawn Davis, PE - Practice Leader

3014 Southcross Blvd.
Rock Hill, SC 29730
803-920-0761 (m)
shawn.davis@kci.com



3.2.3 Full Legal Name of Lead Contractor and Lead Designer

- The full legal name of the Lead Contractor: **United-Blythe Panthers JV**
- The full legal name of the Lead Designer: **KCI Technologies, Inc.**

3.2.4 Commitment Statement

The Key Personnel in the organizational chart are committed to meeting SCDOT's quality and schedule expectations and each person is available for the duration of the Project.

COMMITMENT SIGNATURES


Jim Triplett, PE (UIG)

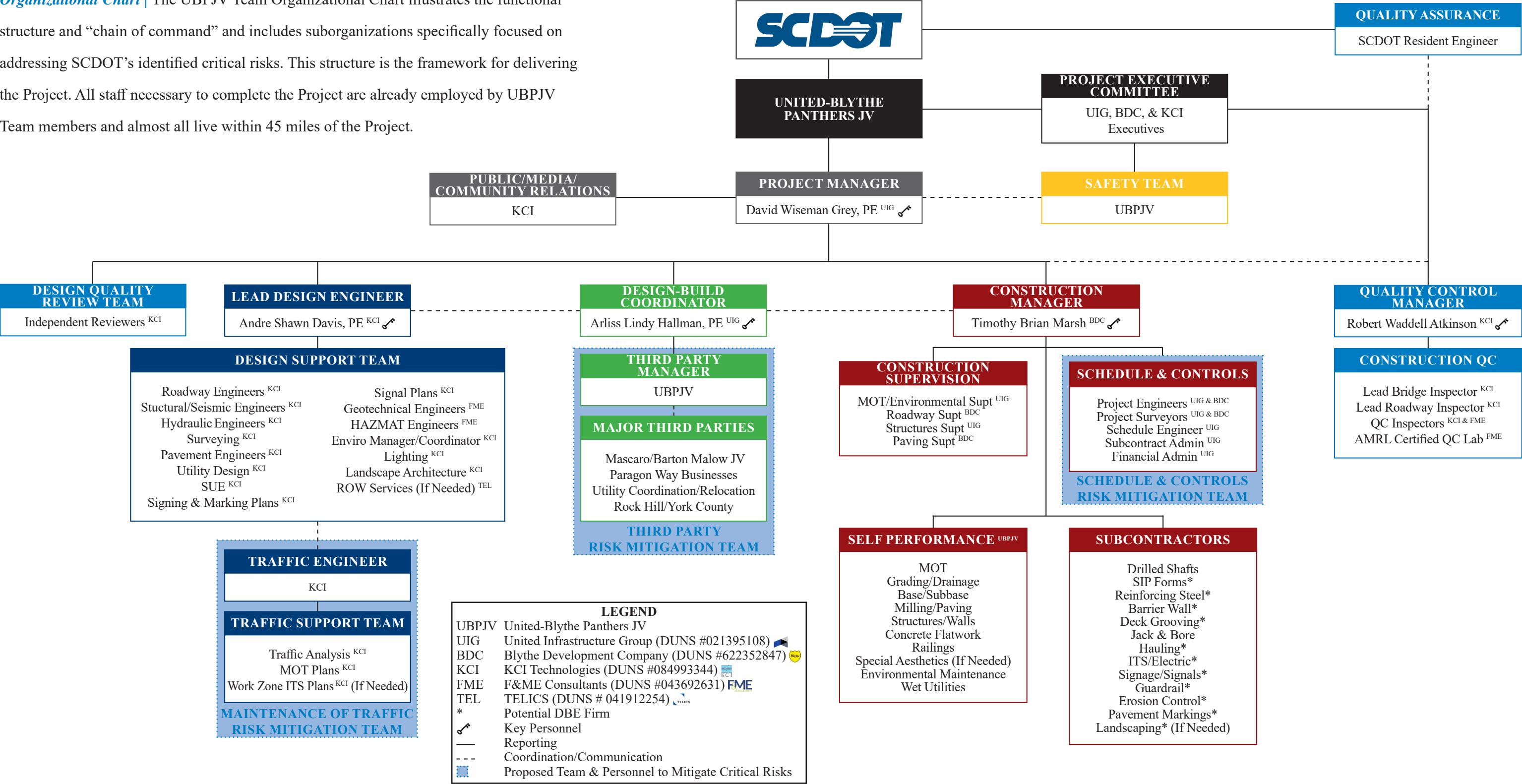

Luke Blythe (BDC)


Merritt King, PE (KCI)

3.3 TEAM STRUCTURE AND PROJECT EXECUTION

3.3.1 Organizational Chart, Team Structure & Team Integration

Organizational Chart | The UBPAJV Team Organizational Chart illustrates the functional structure and “chain of command” and includes suborganizations specifically focused on addressing SCDOT’s identified critical risks. This structure is the framework for delivering the Project. All staff necessary to complete the Project are already employed by UBPAJV Team members and almost all live within 45 miles of the Project.



Significant Functional Relationships & Working as an Integrated Design-Build Team | Our organization is structured to place **the most qualified local people in key positions while fostering a partnering atmosphere** with SCDOT, FHWA, and the Mascaro/Barton Malow JV (MBMJV), who is the General Contractor for the Panthers' site and facilities. Clear and direct communication will permeate from the Project Manager, who has full authority to execute the Project in all regards and will work in unison with the Design-Build Coordinator, who will manage daily coordination. The PM and DBC will work integrally with the Lead Design Engineer and Construction Manager, all of who have prior experience working together. The JV Executive Committee will hold the Project Team accountable every week to assure SCDOT all milestones are achieved while minimizing traffic disruptions and coordinating with third parties and stakeholders, and especially participate in the resolution of major critical issues.

INTEGRATED DESIGN-BUILD TEAM STRATEGIES

- ✓ Very Experienced Design-Build Coordinator to ensure on-time design deliverables and plans
- ✓ Discipline Task Groups with UBPIJV, KCI, & SCDOT reps to tackle any project challenges
- ✓ Constant CPM Scheduling, Monthly Outlook Schedules, and detailed Pre-Task Work Plans that involves design, construction, safety, and quality control staff



Team Members' Prior Working Relationship | UBPIJV Team members have 30-year-old established relationships ready to be leveraged with the aspiration of making this DB Project one of the most successful in SCDOT's history.

Project Type (DB: Design-Build or DBB: Bid-Build) Project Owner* & Project Name Project Duration	Firms			Relevance			
	UIG	BDC	KCI	Interstate/ Interchange	Accelerated Schedule	Complex MOT	Critical 3rd-Party Coord.
DB: SCDOT I-26 Reconstruction (MM 85-101) 2019-2023	✓ ¹		✓ ³	✓		✓	✓
DB: SCDOT I-85 over Rocky Creek 2019-2022	✓ ¹		✓ ¹	✓	✓	✓	✓
DB: SCDOT Volvo Interchange/I-26 Widening 2017-2019	✓ ²		✓ ³	✓	✓	✓	✓
DB: SCDOT I-77 Widening/Rehabilitation 2015-2018	✓ ²		✓ ²	✓	✓	✓	
DB: SCDOT Package E Bridge Replacements 2015-2018	✓ ¹	✓ ²	✓ ³	✓	✓		✓
DB: SCDOT SC 150 Emergency Bridge 2011	✓ ¹		✓ ¹	✓	✓		✓
DB: SCDOT I-520 Palmetto Parkway Phase II 2007-2009	✓ ¹		✓ ¹	✓	✓	✓	✓
DB: SCDOT I-85 GSP/BMW Interchange 2005-2006	✓ ¹		✓ ³	✓	✓	✓	✓
DB: SCDOT I-520 Palmetto Parkway Phase I 2002-2004	✓ ¹		✓ ¹	✓	✓	✓	✓
DBB: BERK CO Nexton Parkway/I-26 Widening 2015-2018	✓ ²		✓ ³	✓	✓		✓
DB: CHS CTY Johnnie Dodds Blvd. 2010-2013	✓ ¹		✓ ¹	✓	✓	✓	✓
DBB: NCDOT Concord Mills Flyover Entrance 2018-2020		✓ ¹	✓ ³		✓	✓	✓
DBB: NCDOT US 29 Speedway Bridges 2017-2020		✓ ¹	✓ ³				✓
DB: NCDOT I-77 HOT Lanes Project 2017-2019	✓ ²	✓ ²	✓ ³	✓	✓	✓	✓
DB: NCDOT I-26 & Brevard Road 2016-2020		✓ ¹	✓ ³	✓		✓	✓
DB: NCDOT Monroe Bypass 2014-2018	✓ ¹		✓ ²	✓	✓	✓	✓
DB: NCDOT Macy Grove Road 2012-2015		✓ ¹	✓ ³	✓	✓		
DB: MODOT Safe & Sound 554 Bridges 2008-2012	✓ ¹		✓ ²	✓	✓	✓	✓

* References are provided in [Appendix H](#)

¹Lead Contractor/Designer ²Subcontractor/Subconsultant ³Quality Control/Construction Engineering

3.3.2 Critical Risks

RISK 1	UBPJV Team's Risk Mitigation Strategies See Org Chart for Risk Mitigation Team	Role of SCDOT & Other Agencies
SCHEDULE	<p>Get A Head Start: We will advance the design prior to NTP, at no risk to the Department, to facilitate submission of an early works package for clearing/grubbing, erosion control, deep drainage, and rough grading within 90 days after NTP and critical final plans within 150 days after NTP. Furthermore, all shop drawings, construction submittals, job hazard analyses, and pre-construction work plans will be completed within 90 days after NTP and before Construction NTP to inform all parties early and allow everyone to focus on delivering the Project ahead of schedule and within budget constraints.</p>	<p>Provide real-time informal feedback, promptly review submittals, and avoid re-submittals by discussing concerns and using “revise as noted” as much as possible.</p>
	<p>Be Smart: We will develop a best-value/time design that avoids utilities as much as possible, accommodates required utility relocations as early as possible, avoids any permit modifications, avoids any additional ROW, facilitates a highly-coordinated design submittal process, avoids long-lead time materials, avoids weather-sensitive details/methods, provides enhanced materials (e.g. lightweight fill, high strength concrete, soil stabilization), facilitates accelerated construction, incorporates excess dirt from Panthers’ site, minimizes temporary works and MOT, increases productivity, and avoids schedule-critical third party issues.</p>	<p>Provide all project information asap, allow discussions with utilities and other 3rd parties during RFP, secure “broad” permit provisions, and purchase ample ROW asap.</p>
	<p>Plan the Work & Work the Plan: UBPJV will prepare, utilize, and maintain a resource-loaded CPM schedule with all activities, including precedent/critical third-party activities, to measure/monitor progress weekly and monthly from NTP to Completion. If at any time the schedule slips 30 days or more for any unknown/unforeseen reasons beyond our control, UBPJV guarantees the recovery of those 30 days within the next 90 days by adding more resources, working more overtime, modifying means/methods, etc. at no cost to SCDOT.</p>	<p>Provide constructive criticism, promptly review submittals and encourage QA Team to expedite schedule by identifying potential issues early and facilitating quick reviews/inspections/tests.</p>
	<p>Have Extra Horsepower: The UBPJV team has far more available local resources than any other team with most of UIG’s, BDC’s, and KCI’s resources located within 45 miles of the project, and all three firms have at least 50% more resources available beyond that which is required, per the UBPJV Team resource table on page 6.</p>	<p>None anticipated</p>
	<p>Be Committed: UBPJV will demonstrate its commitment to finish ahead of schedule by doubling the LD Rate established in the RFP.</p>	<p>None anticipated</p>
RISK 2	UBPJV Team's Risk Mitigation Strategies See Org Chart for Risk Mitigation Team	Role of SCDOT & Other Agencies
MAINTENANCE OF TRAFFIC	<p>First and foremost, we will develop a significant comprehensive Transportation Management Plan (TMP) that will include Temporary Traffic Control Plans (TTCP), a Public Information Plan, and a Traffic Operations Plan. The major goal of our TTCP will be to minimize and limit the number of stages and long-term traffic shifts. Our TMP will address the following activities and potential risks along with a mitigation strategy (or strategies):</p>	<p>SCDOT/FHWA role is coordination, review and approval of the TMP and subcomponents</p>
	<p>MOT Activity: Construction of the new ramps and bridge interior bents adjacent to I-77. Mitigation Strategy: Use shoulder closures for majority of construction and work behind Temporary Concrete Barrier for improved safety. Use nightly dual lane closures (outside lanes) when constructing tie-ins to adjacent I-77 lanes. Consider reducing I-77 lanes to 11’ in order to create space/separation from traffic control devices and adjacent work activities.</p> <p>MOT Activity: Erection of girders over I-77 northbound and southbound. Mitigation Strategy: Use traffic pacing operation at night for both directions to create 15-20 minute windows to erect each girder. Consider constructing temporary pavement connection to both new dual lane entrance ramps to implement a single or dual mainline lane shift to new ramps during nighttime girder erection would provide one or two unimpeded lanes during girder erection (super-elevation for ramps to be paved following usage for temporary lane shifts).</p>	

MOT (CONTINUED)	<p>MOT Activity: Maintaining commercial accesses while reconstructing Paragon Way.</p> <p>Mitigation Strategy: Maximize construction of new location portion of Paragon Way adjacent to Old Paragon Way and construct tie-in during off-peak hours using two way flagging operation and 24/7 operations as necessary. Coordinate with commercial owners and tenants to understand operations (and internal circulation) and then tailor a construction sequence and schedule to mitigate potential access issues.</p> <p>MOT Activity: Paving and pavement markings on I-77 mainline.</p> <p>Mitigation Strategy: Use nightly lane closures for all of these operations.</p> <p>MOT Activity: Accommodation of construction traffic to/from new Panthers facility</p> <p>Mitigation Strategy: Complete I-77 southbound exit and entrance ramps within approx. 6 months of CNTP sufficiently to provide signed/controlled construction ingress and egress points from/to I-77 (if desired by stakeholders and if no public traffic issues).</p>	SCDOT/FHWA role is coordination, review and approval of the TMP and subcomponents
RISK 3	<p>UBPJV Team's Risk Mitigation Strategies</p> <p>See Org Chart for Risk Mitigation Team</p>	Role of SCDOT & Other Agencies
THIRD-PARTY COORDINATION	<p>Know & Coordinate with our Panthers Stakeholders: Since BDC is already co-located with and working integrally with the Mascaro/Barton Malow JV who is the general contractor for the Panthers facility and site work, the UBPAJV team will coordinate extensively with MBMJV before the SOP and even more upon selection so there will not be any disputes or issues between their design/construction/schedule and our design/construction/schedule.</p>	Encourage existing relationships between UBPAJV members and Panthers' stakeholders to continue and participate in critical meetings.
	<p>Know & Coordinate with our Local City and County Representatives: Our team's relationships with our local officials are long and strong and they are our personal friends, so if/when an issue arises, Jim, Luke, and Merritt will facilitate a meeting within 24 hours with the City and County decision-makers, where we will openly/quickly vet issues and determine solutions for this important project in OUR community.</p>	Encourage and participate in any/all issue resolution meetings with equivalent decision-makers and allow implementation of solutions to proceed asap.
	<p>Know & Coordinate with our Local Business Colleagues on Paragon Way: The UBPAJV team members are familiar with the impacted property owners and tenants (businesses) for Tracts 16, 33, 34, 35, 36, 37 and 38) and we will meet with them pre-SOP to generally understand their concerns/needs/preferences and then meet after Selection to share details and address any concerns so they will remain our advocates and not become adversaries.</p>	Provide all ROW understandings or agreements asap, facilitate issue resolution meetings as necessary, and allow implementation of solutions to proceed asap.
	<p>Utility Avoidance & Accommodation (Duke, City of Rock Hill, Airgas, Comporium, YCNG, Century Link, Comporium, YEC): Conduct site evaluations, meet with utility owners, and advance designs during RFP phase to identify conflicts, consider avoidance strategies, and determine ideal relocation routes to facilitate productive/decisive initial utility coordination meetings, ensure full compliance with SCDOT/FHWA policy to minimize review process, and accommodate easier/faster relocations by utility companies so final utility design can begin asap.</p>	Provide relocation design criteria and preliminary routes plus access to utility companies during RFP phase. Secure ample early ROW and provide frequent status updates to unsecured parcels. Provide in-contract utility review and approval processes.
	<p>Understand Resource Agencies' Processes/Requirements for Compliance: To facilitate the least amount of coordination with the resources agencies, since SCDOT is securing all necessary permits, the UBPAJV team will avoid any permit modifications, perform weekly inspections to ensure full compliance, and self-report any environmental concerns or issues should something arise.</p>	Provide all project information asap and secure "broad" permit provisions.

The Ultimate Mitigation Strategy: If one of the Critical Risks above or any other risk actually occurs that adversely impacts the schedule of the project, **UBPJV’s primary post-event mitigation strategy** will always be to: a) immediately alert the appropriate stakeholders such as SCDOT, FHWA, Rock Hill, York County, Carolina Panthers, MBMJV, local business colleagues, etc...most of whom are our friends, b) arrange a resolution meeting (in-person or virtual) within 24 hours with senior leadership/executives, c) openly vet the issue and collectively develop the solution, and d) immediately proceed with implementation. **To that end, Jim Triplett, Luke Blythe, and Merritt King are committing to remain immediately available throughout the project duration to cure any critical issues, day or night.**

3.3.3 Project Resources, Strategies, and Execution

Project Resources | UBPJV is an integrated joint venture functioning as a single entity without division of work between the members. **This partnership was formed specifically for this project with the focus on building a team with the most local,**

UBPJV TEAM RESOURCES				
Design Resources		Construction Resources		
Name Project Role	No.	Project Role	Assigned/Committed	Additional Available
Shawn Davis Lead Design Engineer		Proj Mgr	1	3
David Dickert Roadway Lead		DB Coord	1	3
Avail Hwy / Road Engrs / Designers	28	Const Mgr	1	4
Jared Medlin, PE Structural Lead		Engrs	2	6
Avail Structural Engrs / Designers	38	Schedulers	1	2
Leah Young, PE Hydro/Hydraulic Lead		Admins	2	4
Avail Hydro/Hydraulic Engrs / Designers	10	Supts	4	8
Craig Hyman, PE Traffic Lead		Foreman	8	20
Avail Traffic Engineers / Designers	16	Craft	60	150
Robert Atkinson QC Manager				
Avail QC Inspectors & Technicians 24				

knowledgeable, and available resources that can and will exceed the schedule and quality expectations of SCDOT and other project stakeholders. Accordingly, UBPJV has extensive local and regional resources, including 1,500 total employees with at least 500 located within 45 miles of the Project and at least 150 available for this Project based on our current backlogs. In keeping with our commitment to excellence, UBPJV partnered with KCI as the Lead Designer who has 81 local experienced resources ready to execute this fast track project. As shown in the resource chart, the UBPJV Team has analyzed the project requirements, determined the project resource needs, and has committed those resources to make sure this project is completed ahead of schedule and meets the project stakeholders’ expectations.

Strategy | UBPAJV's strategy is hyper-focused on schedule and resources. UIG brings vast design-build experience and accelerated bridge construction expertise, BDC adds extensive design-build, roadway, and paving capabilities, including an asphalt plant just 13 miles from the project, and KCI provides tremendous design-build experience, intimate knowledge of the project and stakeholders. BDC is currently working on the project team delivering the new Carolina Panthers practice facility and UIG is currently discussing the facility bridges, so UBPAJV is **extremely knowledgeable of the facility's sequence and schedule expectations**. With our knowledge and relationship, the UBPAJV team will seamlessly coordinate and construct the gateway interchange to this state-of-the art facility ahead of the expected timeline.

We will implement this plan by self-performing all major construction tasks (see org chart for details) so that all construction resources are coordinated and functioning as a single delivery team without inter-disciplinary or scheduling issues. Likewise, KCI will self-perform all major design tasks, including roadway, traffic, bridge/structural, hydraulic, permitting/compliance, surveys, SUE, and utility coordination, with minor support from specialty subconsultant FM&E who will provide for geotechnical engineering and HAZMAT services. **The UBPAJV Team has no barriers to completely control and drive an accelerated delivery schedule**, and thus nothing can stop our team from completing the project ahead of schedule.

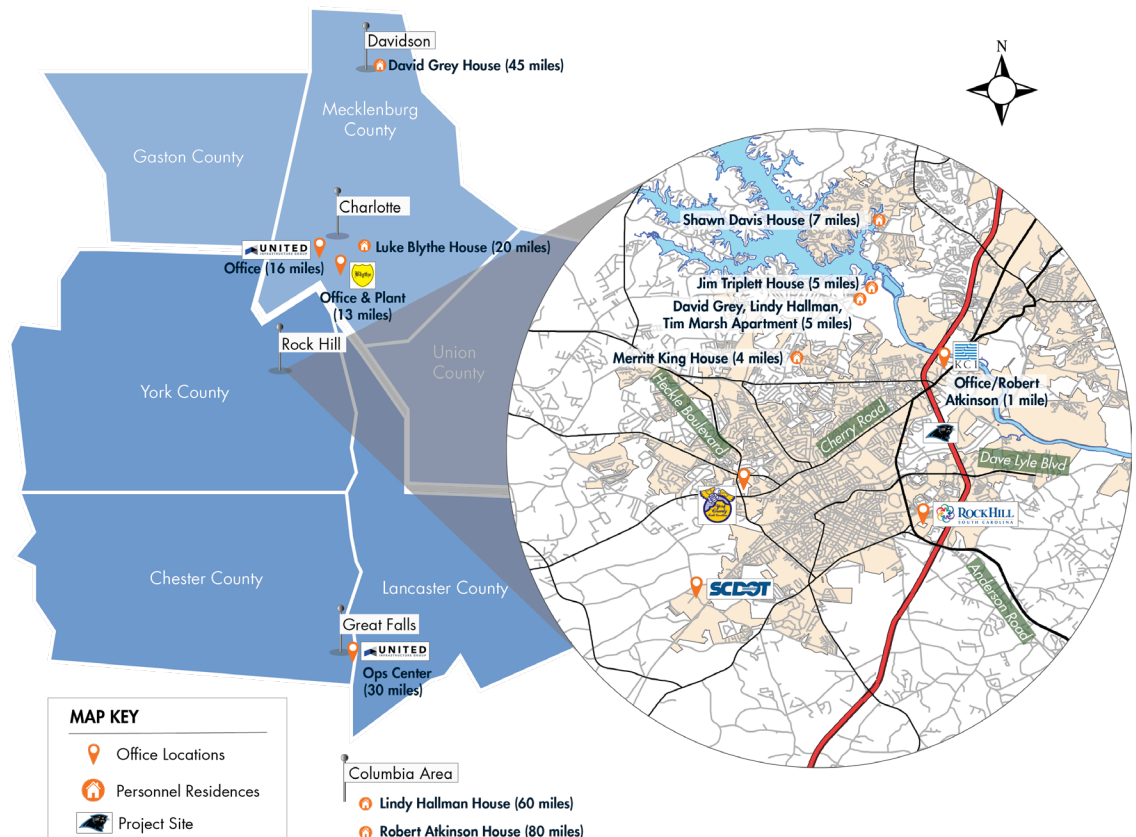
In addition to the importance of UBPAJV's ability to self-perform nearly all of the work and control the schedule, our team also has very strong relationships with local subcontractors and DBE firms. To further augment our team, we will engage these local subcontractors and DBE firms during the RFP phase for various specialty scopes of work as shown on the org chart. As we have learned through working with the Panther's construction team, it is important to the organization to utilize local and minority firms when possible and that is a goal of our team on this project as well. We will meet or exceed the goal set for this project by SCDOT.

Execution | In order to execute our plan, the team will consider advancing the design to 75% or more prior to submitting our proposal, and upon Selection we will accelerate the design work prior to Award and NTP. Also, we will develop a design that will facilitate accelerated construction. Thereafter, we will double-shift certain operations, especially those involving significant MOT, use enhanced materials to allow quicker means and methods, and utilize other acceleration strategies such as adding more of our local resources anytime necessary. **With our vast local resources and knowledge, we will be able to deliver this project quickly and safely with no excuses.**

UBPJV will use our lessons learned from prior design-build projects, including the relevant projects provided in [Appendix B](#), as well as other very similar/relevant projects, such as the I-40 Business Reconstruction DB through downtown Winston-Salem with **\$80M completed within 14 months** with 7 overpasses and 2 interchanges completed by Flatiron-BDC; UIG's highly successful DB US 1 over Wateree River Project **finished in just 462 days**, even though the contract allowed 1,207 days; the DB Emergency Replacement of SC 150 over I-85 **completed in just 150 days** by UIG and KCI; the \$35M DB GSP-BMW/I-85 Interchange Project **completed in just 18 months** and where UIG was the only team that provided a responsive proposal within SCDOT's budget; the highly successful Nexton Interchange and Volvo Interchange which involved several bridges over I-26 and similar MOT strategies; and the recently completed and extremely accelerated DB US 15 over Indian Field Swamp where design and construction was **finished in just 131 days** after NTP versus the allowed 147 days, the road was closed for only 59 days versus the allowed 75 days, and the **project received the highest SCDOT performance score ever**.

Upon award, the UBPJV Team will immediately co-locate to begin planning and implementing our strategy. The UBPJV Members and Lead Engineer are 100% local to the Project with all three located within 15 miles of the project (see resource

map to the right).
Our local proximity easily facilitates co-locating the team at KCI's office only 1 mile away during design and then transitioning to BDC's existing on-site office located at Mascaro/ Barton Malow JV's designated office area on the Panthers site



UBPJV Team Resource Map

during construction. Also, Project Executive Jim Triplett lives only 5 miles away, Project Executive Luke Blythe works only 13 miles away, Project Executive Merritt King lives 4 miles away, Project Manager David Grey resides only 45 miles away and will arrange a temporary residence within 5 miles of the Project, Design-Build Coordinator Lindy Hallman lives only 60 miles away and will also have local living arrangements, Construction Manager Tim Marsh will arrange a temporary residence within 5 miles of the Project, Design Manager Shawn Davis works only 1 mile away and lives only 7 miles away, and Quality Manager Robert Atkinson has his office only 1 mile away. Our geographical location enhancements will **facilitate further integration our team and integration of our team with the Panthers team and other stakeholders.**

Since this is our back yard, nearly all project team members have established relationships with all local stakeholders and third parties, both personally and professionally, which will facilitate **improved communication and issue resolution** with prompt meetings, diligent attention, and fast decisions to critical material and project challenges in a partnering environment. We will hold weekly meetings throughout the design and construction phases that will include our co-workers and members of the Panthers construction team to ensure everyone has all the latest information concerning the construction sequence and project schedule.

The geographical location enhancements of the UBPJV Team provides tremendous advantages to the SCDOT and the Project, and those enhancements coupled with our collective knowledge, experience, and expertise will make this project one of the most successful ever in SCDOT history.

3.4 EXPERIENCE OF KEY INDIVIDUALS

Resumes demonstrating relevant experience of our Key Individuals are included in [Appendix A](#).

KEY INDIVIDUAL	FEATURED PROJECT EXPERIENCE
<u>David Grey (UIG) – Project Manager</u> With more than four decades in the eavy highway/bridge construction industry, David has an exceptional record of delivering fast-track interstate projects on time, within budget, and in an environment of cooperation through hands-on experience, managerial know-how, and proven leadership skills.	<ul style="list-style-type: none"> ✓ I-85/I-485 Turbine Interchange DB ✓ I-85 Yadkin River Bridge DB ✓ I-77 Design-Build Widening DB
<u>Lindy Hallman (UIG) – Design-Build Coordinator</u> Lindy has more than 42 years of experience in DBB and DB project delivery with a combined value of over \$10 billion since 1995 which includes 30 years as SCDOT’s Road Construction Engineer where he was responsible for administering the statewide construction program and 12 years as UIG’s project manager and design-build coordinator for numerous roads, bridges, interstates, major interchanges, and emergency projects. His technical, cooperative, and common sense approach to project delivery facilitates collaboration during the pre-construction phase of complex, urban, and interstate DB projects and continues into the construction phase.	<ul style="list-style-type: none"> ✓ Package E Federal Aid Bridge Replacements DB ✓ Emergency Bridge Replacement Package 4 DB ✓ US 176 over Cannons Creek Emergency Bridge Replacement DB ✓ Emergency Bridge Package 2018-1 & 2018-2B DB ✓ US 15 over Indian Field Swamp DB

KEY INDIVIDUAL	FEATURED PROJECT EXPERIENCE
<u>Shawn Davis (KCI) – Lead Design Engineer</u> Shawn has over 29 years of experience in transportation planning, design, and project management. He is currently serving as the lead design engineer for the I-85 over Rocky Creek, in which RFC plans are scheduled for January 2021. He has served as project manager, lead design engineer, and EOR for design-build contracts totaling more than \$500 million and has also been the engineer or record for more than 30 traditional highway projects. His freeway/interstate design experience includes Veterans Expwy SR 589 (1 interchange), I-4 (3 interchanges), Polk County Pkwy CR 570 (2 interchanges), NC 16 (3 interchanges), SC 22 (6 interchanges), US 17 ACE Basin Pkwy (1 interchange), Al-Nuzhah Expwy 320 (1 interchange), Berlin Myers Parkway (1 interchange), and I-69 (1 interchange). His specific interchange form design experience includes various PARCLOs, diamonds, and SPUIs.	<ul style="list-style-type: none"> ✓ US 17 Ace Basin Parkway DB ✓ Conway Bypass (SC-22) DB ✓ US 76/378 Bridge Replacement over Mill Creek ✓ I-85 over Rocky Creek DB
<u>Tim Marsh (BDC) – Construction Manager</u> With over 23 years in the construction industry Tim has a track record of delivering challenging projects in suburban environments within schedule deadlines and with no third-party issues. His recent design-build projects are very relevant and include interstate work, major interchanges, extensive MOT, and significant coordination of third parties.	<ul style="list-style-type: none"> ✓ I-40 Business Forsyth DB ✓ I-85 Rowan DB ✓ I-85 Mecklenburg/Cabarrus DB ✓ ML King Blvd DB
<u>Robert Atkinson (KCI) – Quality Control Manager</u> Robert has managed quality on highway and bridge projects, with a 16-year on-call relationship with District 4. His recent and relevant experience with over 200 projects for SCDOT has honed his skills to identify potential issues before they arise and coordinate promptly with the project team and stakeholders to no schedule impacts and implementation of viable solutions.	<ul style="list-style-type: none"> ✓ I-520 Palmetto Parkway, Phase I and II DB ✓ I-85 BMW/GSP Interchange DB ✓ US 701 Great Pee Dee River Bridge DB ✓ SCDOT District 4 Bridge Replacements DB

3.5 PAST PERFORMANCE OF THE TEAM

3.5.1 Experience of the Proposer's Team

Completed Work History and Quality Forms are included in [Appendix B](#).

3.5.2 Quality of Past Performance

Work History and Quality Forms are included in [Appendix C](#) for applicable projects.

Neither UIG nor BDC have been suspended, debarred, disqualified from bidding, or

QUALITY QUESTION	UIG	BDC	KCI
Delinquent/Default?	No	No	No
Litigated Claims?	No	No	No
Liquidated Damages?	Yes	No	No
OSHA Violations?	Yes	No	No
Permit Remediation Actions, Stop Orders, or Delays?	No	No	No
Claims Against Lead Designer?	No	No	No
Legal Proceedings Between Lead Designer & Contractor?	No	No	No

declared ineligible for work by any entity within the last five years, nor are any such actions pending against them.

3.6 LEGAL AND FINANCIAL

3.6.1/3.6.2/3.6.3 Financial Capacity, Bonding Capacity, Organizational Agreements

A notarized financial capacity/resources statement, a surety letter confirming capacity, and the JV Teaming Agreement evidencing full liability for performance and signature authorities are in [Appendix D](#).

3.7 ORGANIZATIONAL CONFLICTS OF INTEREST

[Appendix E](#) contains the requested information for Conflict of Interest.

APPENDIX A: KEY INDIVIDUAL RESUME FORMS

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

David Wiseman Grey, PE
Design-Build Pursuit & Project Manager



b. Role of Key Individual for this Project:

Project Manager

c. Name of Firm with which you are now associated:

United Infrastructure Group, Inc.



d. Years of Experience: With this Firm 1 Year, With Other Firms 45 Years

United Infrastructure Group: Design-Build Pursuit and Project Manager for the I-77 Panthers Interchange. As the Pursuit and Project Manager for this unique accelerated project, David, who resides only 45 miles away, has been and is currently responsible for assembling/building the United-Blythe Team with KCI and other local subconsultants and subcontractors. If the United-Blythe Panthers Joint Venture team is selected for this project, Dave will continue as the Project Manager and carry forward the full knowledge of the entire team's pursuit efforts and intellectual assets. 2020

Lane Construction: Bridge Division Manager/District Manager/ Director-Alternative Delivery. As Bridge Division Manager, responsible for project management of all bridge construction projects. As District Manager, overall responsibility for project management of all construction projects within SC/NC district. As Director, responsible for all D-B and P3 projects within company's US territory. 2008-2018

HDR Engineering: Manager of Transportation/ Vice President. Responsible for all the company's at-risk D-B Transportation pursuits. His responsibilities included business development, and project oversight and management for all transportation Design-Build projects. He also provided constructability reviews, construction phasing, cost estimating, scheduling and value engineering throughout the US. He also participated in four CEVP studies for Utah DOT on projects in the Salt Lake City area. 2003-2008

Rea Construction: Vice President/ D-B Project Manager. Responsible for the Bridge Division and Design-Build Services. Served as the Design-Build Project Manager on the \$85 million I-77 D-B Widening project. Also responsible for numerous bridge and highway projects including the reconstruction of

I-85 and I-77 in Charlotte, NC, at several locations. Also managed various projects including interstate reconstruction in the cities of Raleigh, Greensboro, and Winston-Salem, North Carolina, and Spartanburg and Columbia, South Carolina. 1991-2003

e. Education:

University of North Carolina, Charlotte, NC/ 1975/ BSE

f. Active Registrations:

1993 / SC / 15397, 1979 / NC / 008978, 1984 / VA / 0402014687

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

I-85/I-485 Turbine Interchange, Mecklenburg County, NC

Key Personnel Role: Design-Build Project Manager
Experience with Current Firm: Lane Construction
Project/Assignment Duration: Project 2011-2014 / Assigned 2011-2014
Owner Contact Information: NCDOT, Lamar Sylvester, , 919-880-7899
Design/Construction Value: \$98 Million



Project Description: Project consists of the design and construction of the interchange of Interstate 85 and Interstate 485 (Charlotte Outer Eastern Loop). The existing I-85/I-485 Interchange was modified to a turbine interchange that utilizes smaller, single-span bridges, smaller columns and flatter roadway profiles. Under Mr. Grey's direction, during the proposal phase, the team proposed a two level "turbine" interchange design rather than NCDOT's originally four-level "stack" type directional interchange with high-speed ramps. The team identified significant potential safety and constructability issues with NCDOT's original proposed interchange. The innovative concept greatly reduced the construction work performed and significantly improved safety, in addition to reducing costs to the point of eliminating the need for gap financing. The first of its kind in North Carolina, and extremely uncommon in the United States, the turbine interchange design circles all left-turning traffic around a central bridge in a counter-clockwise direction, creating a seamless movement between the two highways. Mr. Grey was responsible for design and construction for the entire project. Mr. Grey was fully integrated among the project team which included subcontractors and subconsultants. He provided supervisory direction on engineering and construction decisions during the project.

I-85 Yadkin River Bridge, Rowan-Davidson Counties, NC

Key Personnel Role: District Manager
Experience with Current Firm: Lane Construction
Project/Assignment Duration: Project 2010-2013 / Assigned 2010-2013
Owner Contact Information: NCDOT, Lamar Sylvester, lsylvester@ncdot.gov, 919-880-7899
Design/Construction Value: \$136 Million



Project Description: The project included the widening of a 3-mile-long stretch of I-85 roadway to from four to eight lanes and the construction of six new bridges, including the 3,000-foot-long dual bridges over the Yadkin River, wetlands, and Norfolk Southern Railway and the North Carolina Railroad. The firm also designed the major reconstruction of the US 29/70 and NC 150 interchange, and relocation of the road from north of SR 2120 (Long Ferry Road) to south of the existing NC 150 flyover bridge. This corridor is the most direct and heavily traveled route between Richmond, VA and Atlanta, GA carrying nearly 70,000 vehicles each day. A complex phasing plan was required in order to maintain traffic during the replacement of the existing bridge carrying I-85 over the Yadkin River. This included shifts, major bridge designs, and extensive collaboration between team members. As District Manager, Mr. Grey was responsible for the overall project delivery of this \$136 million reconstruction and widening project. Mr. Grey worked with both the design and construction team to ensure the project delivered to NCDOT met and/or exceeded their expectations and requirements. He was fully integrated among the project team and provided supervisory direction in approving engineering decisions during construction. Mr. Grey communicated regularly with NCDOT and was vested with the authority to act on the behalf of the D-B team. A critical aspect of the project was maintenance of traffic (MOT) during construction and incident management. Mr. Grey oversaw the development and implementation of the MOT plan.

I-77 Design-Build Widening, Mecklenburg County, NC

Key Personnel Role: Design-Build Project Manager

Experience with Current Firm: Rea Construction

Project/Assignment Duration: Project 2001-2003 / Assigned 2001-2003

Owner Contact Information: NCDOT, Lamar Sylvester, lsylvester@ncdot.gov, 919-880-7899

Design/Construction Value: \$85 Million

Project Description: The project was NCDOT's first major Design Build project and included widening existing I-77 from two lanes to three and four lanes. After construction started, NCDOT negotiated a change order to add HOV lanes which greatly increased the complexity of the project. In addition to widening, modifications to several interchanges were required as well as numerous bridge replacements/modifications. The contractor also developed an innovative approach to median access that allowed median work to proceed without interfering with the interstate traffic. The project was the recipient of several safety awards due to this innovative access reducing hazards to the travelling public. As the Design Build Project Manager, Mr. Grey was responsible for design and construction for the entire project. Mr. Grey was fully integrated among the project team which included subcontractors and subconsultants. He provided supervisory direction on engineering and construction decisions during the project.

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

Mr. Grey is not required to be on-site full-time, but will attend and lead weekly status meetings during the design and construction phases, and be available at the request of the SCDOT.

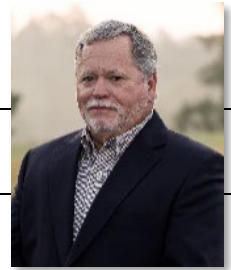


KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Arliss Lindy Hallman
Project Manager



b. Role of Key Individual for this Project:

Design-Build Coordinator

c. Name of Firm with which you are now associated:

United Infrastructure Group, Inc.



d. Years of Experience: With this Firm **12** Years With Other Firms **30** Years

United Infrastructure Group, Inc. (2007-Present): Mr. Hallman has 12 years of hands-on construction experience involving bridge replacements over creeks, rivers, roads, and interstates, as well as major interchanges and emergency projects. All his experience is on SCDOT projects, and most of those were bridge replacement projects of waterways. Mr. Hallman serves periodically on the SCDOT/CAGC Joint Committee, has had no lost time incidents, no significant quality issues, and no claims in the past 12 years. He has directly managed up to 6 sites simultaneously without any issues. **Mr. Hallman managed the below projects, including management of contract deliverables, safety, scheduling, MOT, BMPs, suppliers/subcontractors, client correspondence, and design-build coordination to ensure successful project completions without any disputes or claims.**
SCDOT (1977-2007): Mr. Hallman has 30 years of experience as SCDOT's Road Construction Engineer where he was responsible for administering the statewide construction program, designed plans and oversaw construction of the Southeastern Beltway, developed in-house bridge replacement programs, served on the Associated General Contractors/DOT Road Subcommittee and directed the rewriting of the SCDOT Construction Manual for SCDOT.

e. Education:

University of South Carolina / Columbia, SC / Master of Science / December 1987 / Civil Engineering
University of South Carolina / Columbia, SC / Bachelor of Science / May 1977 / Civil Engineering

f. Active Registrations:

1985 / South Carolina / Professional Engineer / 11396

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

Package E Federal Aid Bridge Replacements - Multiple Counties, SC

Key Personnel Role:

Assistant Project Manager/Design-Build Coordinator

Experience with Current Firm:

United Infrastructure Group, Inc.

Project/Assignment Duration:

Project 2015-2019 / Assigned 2015-2019

Owner Contact Information:

SCDOT, Shane Parris, PE, ParrisSL@scdot.org, (803) 737-1938

Design/Construction Value:

\$56 Million



Project Description: This project consists of replacing of 13 bridges at 12 sites totaling 4048 LF of bridge, 184,704 SF of deck, 39 spans, 4 miles of roadway, and the bridge demolitions, as well as steel pile, concrete pile, and drilled shaft foundations, reinforced concrete substructures, and flat slab, cored slab, and concrete and steel beam superstructures. Mr. Hallman's duties included management of the DB coordination, grading, drainage, utility coordination, erosion and sediment control, and maintenance of traffic as well as assistance with all aspects of the bridges. All work was completed safely with no significant quality issues, on budget, and on time with some exceptions, and with no disputes or claims.



Emergency Bridge Replacement Package 4 - Kershaw, Richland and Williamsburg County, SC

Key Personnel Role:

Project Manager/Design-Build Coordinator

Experience with Current Firm:

United Infrastructure Group, Inc.

Project/Assignment Duration:

Project 2015-2017 / Assigned 2015-2017

Owner Contact Information:

SCDOT, Tyke Redfearn, PE, redfearnwt@scdot.org, (803) 737-1430

Design/Construction Value:

\$11 Million



Project Description: This project included the removal and replacement of 4 bridges and approach roadways on secondary roads over waterways that were damaged by significant flooding. The work included 654 LF of bridge, 25,909 SF of deck, 11 spans, bridge demolitions, and 1 mile of roadway with grading/drainage work necessary to tie new approaches to existing roadways. Mr. Hallman was responsible for managing all aspects of this project which included pile and shaft foundations, reinforced concrete substructures, and flat slab, cored slab, and concrete beam superstructures, along with all roadway construction. All work was completed safely with no significant quality issues, within budget, with some minor LDs primarily due to subcontractors, and with no disputes or claims.



US 176 over Cannons Creek Emergency Bridge Replacement – Newberry County, SC

Key Personnel Role: Project Manager/Design-Build Coordinator
Experience with Current Firm: United Infrastructure Group, Inc.
Project/Assignment Duration: Project 2015-2016 / Assigned 2015-2016
Owner Contact Information: SCDOT, Matthew J. Shealy, Shealymj@scdot.org, (803) 276 0554
Design/Construction Value: \$4.3 Million



Project Description: This project included the accelerated removal and construction of a 210' bridge and the roadway approaches. The scope included bridge demolition, pile and drilled shaft foundations, reinforced concrete substructures, concrete beam superstructure, grading, drainage and other roadway work. Mr. Hallman managed all aspect of this accelerated project, including design-build coordination, contract deliverables, project scheduling, and all construction activities while implementing best safety and quality practices to ensure no delays. All work was completed safely with no quality issues, within budget, 18 days ahead of schedule, and with no disputes or claims.

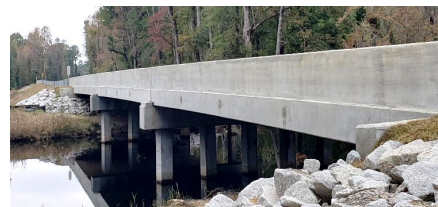


Emergency Bridge Package 2018-1 – Orangeburg and Dillon Counties, SC

Key Personnel Role: Project Manager/Design-Build Coordinator
Experience with Current Firm: United Infrastructure Group, Inc.
Project/Assignment Duration: Project 2018-2019 / Assigned 2018-2019
Owner Contact Information: SCDOT, Thomas "AJ" Bostic, bosticta@scdot.org, (843) 317-4001
Design/Construction Value: \$8.7 Million



Project Description: This project included the accelerated removal and replacement of 3 bridges and approach roadways on secondary roads over waterways in Orangeburg and Dillon Counties: S-50 over I-26 and S-45 over Little Pee Dee River and Swamp. The scope included bridge demolition, a 107.25'-107.25' bridge, a 66'-66'-66' bridge, and a 44'-50'-44' bridge totaling 20550 SF along with 0.5 miles of roadway. Mr. Hallman managed all aspects of these bridge replacement sites which included steel piles, concrete piles, reinforced concrete substructures, and cored slab and concrete beam superstructures. All work was completed safely, on time, within budget, with no quality issues, and with no disputes or claims.



Emergency Bridge Package 2018-2B – Chesterfield, SC

Key Personnel Role: Project Manager/Design-Build Coordinator
Experience with Current Firm: United Infrastructure Group, Inc.
Project/Assignment Duration: Project 2019-2019 / Assigned 2019-2019
Owner Contact Information: SCDOT, Brad Reynolds, PE, reynoldsbs@scdot.org, (803) 737-1440
Design/Construction Value: \$6.7 Million



Project Description: This project included the accelerated removal and replacement of 4 bridges and approach roadways on secondary roads over waterways in Chesterfield County. The scope included demolition of existing bridge, 436 LF and 14,706 SF of new bridge, reinforced concrete end bents on steel piles and interior bents on drilled shafts, and 25'-70'-25', 20'-60'-20', 20'-70'-20', and 45'-61' cored slab superstructures, along with 0.5 miles of roadway. Mr. Hallman managed all aspects of this project and all work was completed safely with no quality issues, within budget, on time within the 216 days allowed, and with no disputes or claims.



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.

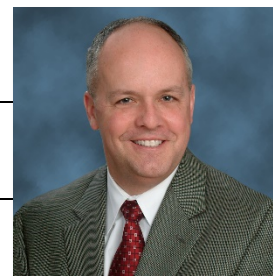
Mr. Hallman is currently the Project Manager for the Design-Build US 15 over Indian Field Swamp Bridge Replacement Project in Dorchester and was substantially complete on June 29, 2020.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Shawn Davis, PE
Practice Leader – SC Highways



b. Role of Key Individual for this Project:

Lead Design Engineer

c. Name of Firm with which you are now associated:

KCI Technologies, Inc.



d. Years of Experience: With this Firm 2 Years With Other Firms 27 Years

KCI Technologies: Practice Leader – SC Highways, 2018-Present: Mr. Davis has over 29 years of experience in transportation planning, design, and management numerous states. His current responsibility includes serving as the Lead Design Engineer for the SCDOT I-85 over Rocky Creek Bridge Design-Build project in which the major design effort is scheduled to be completed early 2021. Mr. Davis has served as project manager, lead design engineer, and engineer of record for design-build contracts totaling more than \$500 million. He has served as the engineer of record for more than 30 traditional highway infrastructure improvement projects. **His freeway/interstate design experience includes Veterans Expressway SR 589 (Florida – 1 interchange), I-4 (Florida – 3 interchanges), Polk County Parkway CR 570 (Florida – 2 interchanges), NC 16 (NC- 3 interchanges), SC 22 (SC-6 interchanges), US 17 ACE Basin Parkway (SC -1 interchange), Al-Nuzhah Expressway 320 (Jeddah, Saudi Arabia – 1 interchange), Berlin Myers Parkway (SC – 1 interchange) and I-69 (Tennessee - 1 interchange). His specific interchange form design experience includes various PARCLOs, Diamonds, and SPUIs.**

Atkins: Senior Project Director, 2010-2018: Responsible for overseeing complex roadway projects

Davis & Floyd: VP & Senior Engineer, 1998-2010: Responsible for delivering SCDOT highway projects

Atkins: Staff Engineer, 1991-1998: Responsible for roadway design duties for FDOT and NCDOT projects

e. Education:

The Citadel / Charleston, South Carolina / Bachelor of Science / 1991 / Civil Engineering

f. Active Registrations:

1996 / FL / 49927

2019 / GA / 44339

2015 / MD / 48704

1996 / NC / 22315

1996 / SC / 17506

2013 / TX / 115311

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

SCDOT US 17 Ace Basin Parkway, Beaufort County, SC

Key Personnel Role: Design Manager/Engineer of Record/Roadway and Maintenance of Traffic Discipline Lead

Experience with Current Firm: Davis & Floyd

Project Assignment/Duration: 2006-2010

Owner Contact Information: SCDOT, Leland Colvin, colvinld@scdot.org, (803) 737-7900

Design/Construction Value: \$125 million



Project Description: This project included multi-lane widening for nine miles of rural highway through the environmentally sensitive Ace Basin. Also included an innovative "tear drop" interchange design at US 17 and US 21. Mr. Davis' responsibilities included management and coordination with the prime contractor and SCDOT for design team disciplines including road, bridge, drainage, lighting, signage, pavement markings, signals, traffic control, geotechnical, environmental permits, landscaping, right of way acquisition, public involvement, utility coordination, and scheduling. **Responsibilities also included serving as the lead roadway designer developing all of the geometric design for the permanent in place facility and maintenance of traffic design to include the interchange at US 17 and US 21 in Gardens Corner.** This interchange was designed to include reverse flow for coastal evacuation for Beaufort and surrounding area. The project was expedited to design/build by SCDOT due to the number of recent fatalities along the project corridor. Accordingly, on schedule delivery was a major challenge since the project is located in the (ACE-Ashepoo Combahee Edisto) Basin. The design team undertook a transparent permitting process with the contractor committing early in the process to exceed typical requirements regarding the protection of wetlands through extensive usage of sediment and erosion control countermeasures. The contractor also overcame difficult in-situ soil conditions requiring the installation of over 14,000 wick drains to accelerate roadway embankment settlement through the Combahee River marsh. **The project conditions dictated avoidance of impacts to two rows of 100 plus year old trees (in addition to minimization or avoidance of additional grande tree impacts), minimization of wetland impacts for the widening of US 17/21 across Whale Branch Marsh, maintaining full access to two nearby businesses, and provisions for hurricane evacuation/lane reversal during construction.** The solution was submitting an innovative technical concept (ITC) that reduced the proposed interchange from the three levels to two levels without a significant reduction in level of service. This ITC was approved because it addressed the project specific conditions along with a providing a traffic control phasing plan that insured motorist and construction worker safety through the work zone.

Relevant Accomplishments

- **Innovative interchange design**
- **TCP focused on commuter and worker safety; and maintaining commercial access at Gardens Corner**
- **Right of way acquisition for nearly 100 tracts including several residential and commercial relocations**
- Environmentally sensitive area – tree preservation, eagle zone management plan
- USACOE Individual Permit
- Multiple agency coordination (USFWS, USACOE, SCDHEC/OCRM, SCDOT, FHWA)
- Utility relocations for electric, communications, and cable TV

SCDOT Conway Bypass (SC-22), Horry County, SC

Key Personnel Role: Design Manager/Roadway Design Lead/Engineer of Record
Experience with Current Firm: Davis & Floyd
Project Assignment/Duration: 1998-2002
Owner Contact Information: SCDOT, Leland Colvin, colvinld@scdot.org, (803) 737-7900
Design/Construction Value: \$386 million



Project Description: The Conway Bypass was the first major design/build project completed by SCDOT. Mr. Davis' responsibilities included leading the team that provided design for the roadway, six interchanges, and 17 AASHTO-girder grade-separation bridges. The design was completed within 18 months of notice to proceed. Construction began in April 1998 and finished in May 2002, seven months ahead of schedule. This high-speed, rural freeway project included 57 miles of road and bridge designs for the mainline, side roads, frontage roads and ramps. The project is located in an environmentally sensitive area (coastal South Carolina) which required coordination with the resource agencies to minimize impacts during construction. Responsibilities also included close coordination with the prime contractor and SCDOT for design team disciplines including road, bridge, drainage, signage, pavement markings, traffic control, right-of-way acquisition, utility coordination, permitting, and scheduling. **Relevance to the I77 Panthers DB project would be the US17/SC22 interchange roadway and maintenance of traffic design which included the high traffic count for US17 along with maintaining access to commercial properties adjacent to the proposed improvements. Innovative access to prevent commercial acquisitions were developed for Hooters and Red Lobster.**

Relevant Accomplishments

- **Design of six interchanges with one complex interchange at US17/SC22**
- **TCP focused on commuter and worker safety; and maintaining commercial access at US17/SC22**
- **Major electric transmission line relocation on US 17 (Santee Cooper)**
- **Right of way acquisition for nearly 100 tracts including several residential and commercial relocations**
- **Accelerated design schedule**

SCDOT US 76/378 Bridge Replacement over Mill Creek, Richland County, SC

Key Personnel Role: Project Manager/Roadway Design Lead/Engineer of Record
Experience with Current Firm: Atkins
Project Assignment/Duration: 2011-2015
Owner Contact Information: SCDOT, Chris Lacy, lacycr@scdot.org, (803) 737-1419
Design/Construction Value: \$8 million

Project Description: The project involved replacement of the existing, structurally deficient, and functionally obsolete eastbound and westbound bridges on US 76/378 (Garners-Ferry Road over Mill Creek). Mr. Davis served as the Project Manager and lead roadway engineer for this turnkey project. His team conducted an alternatives analysis; actively engaged the community through a public informational meeting; prepared an environmental document, design plans, specifications, environmental permits, and estimates, and obtained a FEMA CLOMR/LOMR for this high-volume arterial. **The maintenance of traffic plan included maintaining all lanes of traffic (two in each direction) during all phases of construction,** so the design included an onsite detour utilizing a temporary bridge.

Relevant Accomplishments

- **Complex maintenance of traffic plan requiring all lanes of traffic open during peak hours**
- **City of Columbia 24" waterline relocation**
- Vertical alignment improvements
- Obtained FEMA CLOMR/LOMR based on revised hydrology
- Environmental permits

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.

Mr. Davis will not be required to be on-site full-time but will attend all routine project meetings in person and will be primarily dedicated to design of the project.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Timothy Brian Marsh
Construction Manager



b. Role of Key Individual for this Project:

Construction Manager

c. Name of Firm with which you are now associated:

Blythe Development Co.



d. Years of Experience: With this Firm **5** Years With Other Firms **18** Years

Flatiron-Blythe, A Joint Venture: Construction Manager – To manage projects including Design Build Projects. This includes working with owners, designers, utilities, subcontractors to ensure the execution is completed by BDC crews and subcontractors in a safe and quality manner within the schedule for project delivery.

Project Manager/ Construction Manager – Managed multiple projects including Design Build Projects. This includes working with owners, designers, utilities, subcontractors to ensure the project was executed in safe, quality, and timely manner for project delivery. August 2015-Current

Blythe Construction Company: Project Manager - Managed multiple projects including Design Build Projects. Which included working with owners, designers, utilities, subcontractors to ensure the execution is completed by crews and subcontractors in a safe and quality manner within the schedule for project delivery. Once Assigned to a Design Build Project would manage for SOQ to Project Competition. the March 2002- August 2015

J.R. Vannoy & Sons Construction Company: Engineer – Support to Superintendent, tracking quantities, scheduling crew & subcontractors, developing work plans, and general construction survey. April 1998- March 2002

e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):

Wilkes Community College/ Associate Degree/ 2 Years/ Construction Management

f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s:

N/A

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

NCDOT Business I-40 Design-Build, Forsyth County, NC

Key Personnel Role:

Construction Manager

Experience with Current Firm:

Flatiron-Blythe, A Joint Venture

Project/Assignment Duration:

Project 2016-2020 / Assigned 2016-2020

Owner Contact Information:

NCDOT, Larry Shaver 336-249-6255 lbshaver@ncdot.gov

Design/Construction Value:

\$110 million

Project Description: Complex phased construction of 1.2 miles of interstate reconstruction. Scope included removal of concrete pavement, new median barrier wall, nine vehicular bridges, two pedestrian bridges one of which being a tied arch bridge, 200,000 sf of retaining walls, interchange improvements, storm drainage, asphalt paving, traffic control, mass excavation fine grading, stone base, and soil stabilization. The project is located in the middle of Downtown Winston-Salem, NC and required a 24-month shut down of the roadway for construction. The project was reopened in 14 months.



NCDOT I-85 Design-Build, Rowan County, NC

Key Personnel Role:

Project Manager

Experience with Current Firm:

Blythe Construction Company

Project/Assignment Duration:

Project 2005-2008 / Assigned 2005-2008

Owner Contact Information:

NCDOT, P. Kelly Seitz, PE, 704-630-3320, kseitz@ncdot.gov

Design/Construction Value:

\$90 million

Project Description: Phased construction of 3.5 miles interstate widening consisting of demolition of existing roadway and construction of new concrete pavement with two new interchanges. Mass excavation, traffic control, asphalt, concrete, bridges, demolition bridges, storm drainage, and box culverts.



NCDOT I-85 Design Build, Mecklenburg County, NC

Key Personnel Role:

Project Manager

Experience with Current Firm:

Blythe Construction Company

Project/Assignment Duration:

Project 2002-2005 / Assigned 2002-2005

Owner Contact Information:

NCDOT, Rick Baucom, PE, 704-983-4400, rbaucom@ncdot.gov

Design/Construction Value:

\$82 Million

Project Description: Complex phased construction of nine miles of interstate widening. Scope included removal and replacement of concrete pavement, new median barrier wall, bridges, interchange improvements, storm drainage, asphalt paving, traffic control, mass excavation fine grading, stone base, and soil stabilization.



- 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.

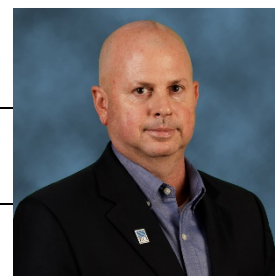
Mr. Marsh's is currently assigned to Joint Venture Project on I-40 in Davie/Forsyth County constructing an 8 Span Bridge over the Yadkin River along with phased reconstruction of four miles I-40 widening consisting of demolition of existing roadway and construction of new asphalt pavement. Mass excavation, traffic control, asphalt, bridge, demolition bridges, storm drainage, and box culverts. This project is a design-build project located Advance, N.C. This project will be substitutional complete in November of 2020 and Mr. Marsh will be available exclusively to I-77 Panthers Interchange project. Mr. Marsh will also be utilized during the pursuit and design phases of this project to maximize constructability issues.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Robert Waddell Atkinson
Regional Practice Leader – Construction Management South Atlantic



b. Role of Key Individual for this Project:

Quality Control Manager

c. Name of Firm with which you are now associated:

KCI Technologies, Inc.



d. Years of Experience: With this Firm **16** Years With Other Firms **0** Years

KCI Technologies: Regional Practice Leader – Construction Management South Atlantic, 2003-Present: Mr. Atkinson oversees all construction management operations for KCI's South Atlantic (North Carolina, South Carolina, and Tennessee) market. Throughout his 16-year career with KCI, Mr. Atkinson has served as an inspector, senior inspector, Project Manager, Quality Control Manager, and Quality Assurance Manager on SCDOT projects. He has a thorough understanding of quality control (QC) equipment, processes and testing procedures. His QC experience and responsibilities include the management of project QC staff and supervises all QC tasks to ensure compliance with contract plans and specifications, reviews quality control submissions and requests corrective action in case of QC problems and follows up on corrective actions.

e. Education:

Horry-Georgetown Technical College / Myrtle Beach, South Carolina / AAS / 1997 / Science of Agronomy

f. Active Registrations:

ACI Field Grade I Technician
 SCDHEC Erosion Prevention & Sediment Control Inspector (CEPSCI)
 SCDOT Foundations
 SCDOT Work Zone Traffic Control Supervisory Training
 OSHA 10-Hour Training

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

I-520 Palmetto Parkway, Phase I and II, Aiken County, SC

Key Personnel Role: Quality Control Manager
Experience with Current Firm: KCI Technologies, Inc.
Project Assignment/Duration: Project 2007-2009 / Assigned 2007-2009
Owner Contact Information: SCDOT, Robert Dickinson, DickinsonRC@scdot.org, (803) 737-6660
Design/Construction Value: \$152.5 million



Project Description: This major design-build project consists of connecting I-520 from US 1 to I-20 in North Augusta. This four-lane divided **interstate facility on new alignment is controlled access and includes 10.5 miles of new interstate, interstate improvements**, and 18 bridges. The construction inspection and material testing duties required that we provide certified inspectors for all the facets of the construction, and we verified that all materials are in accordance with SCDOT specifications. The testing included sampling several concrete mixes prior to their use to ensure that the proper mix used could meet the stringent strength and compression requirements to allow traffic to flow within a six-hour set-time. Nightly samples of the concrete mix were tested daily prior to reopening the roadway to traffic to ensure that the material met a minimum psi of 2000 pounds. The asphalt inspection and testing duties included that we perform asphalt verification testing at the asphalt plants and that we provide asphalt roadway inspection for proper installation procedures. Mr. Atkinson served as QC Manager where he managed a staff of nine inspectors and reviewed documentation of all QC tests for correctness and conformity to SCDOT specifications. This environmentally sensitive area consisted of several creek and wetland areas. Mr. Atkinson attended all weekly erosion control meetings to ensure all permit requirements were met and that all Best Management Practices (BMPs) were implemented. He also attended traffic control and SCDOT construction meetings while assisting the contractors with determining correct procedures and specifications for the project. Mr. Atkinson also provided coordination between the contractor and SCDOT for all daily on-site activities.

I-85 Access Improvements BMW/GSP Interchange, Spartanburg County, SC

Key Personnel Role: Quality Control Manager
Experience with Current Firm: KCI Technologies, Inc.
Project Assignment/Duration: Project 2005-2006 / Assigned 2005-2006
Owner Contact Information: SCDOT, Christy Hall, hallca@scdot.org, (803) 737-1259
Design/Construction Value: \$32 million



Project Description: KCI was a member of the design-build team which was responsible for the I-85 Access Improvements at GSP Airport and the BMW Manufacturing Facility in Spartanburg County, South Carolina. This project consisted of **interstate widening and improvements, frontage road relocation, two grade separated intersections with I-85**, and six new pre-stressed concrete beam bridges. This project required the contractor to perform Quality Control (QC) on all earthwork and asphalt related items. KCI was responsible for performing all QC for the earthwork and structures on the project including field testing, sampling, and document control for the contractor. The majority of the earthwork required a cut-fill operation which

was challenging due to the continuously changing strata. KCI was able to facilitate the QC testing and inspection on a rigorous seven day-a-week schedule with no delays to the project. Mr. Atkinson provided material sampling/testing and quality control inspections for United on this project.

US 701 Great Pee Dee River Bridge Replacement, Georgetown/Horry County, SC

Key Personnel Role: Quality Assurance Manager
Experience with Current Firm: KCI Technologies, Inc.
Project Assignment/Duration: Project 2015-2020 / Assigned 2015-2020
Owner Contact Information: SCDOT, Travis Patrick, patricktm@scdot.org, (843) 236-9658
Design/Construction Value: \$49.5 million



Project Description: This major design-build project consists of the replacement of three existing bridges, totaling 4,455 feet, over the Yauhannah Lake, Great Pee Dee River, and Great Pee Dee Overflow. The project also includes approximately 7,400 feet of roadway, relocation of an existing boat ramp, and new access for the Waccamaw Wildlife Center. KCI is providing construction engineering and inspection (CEI) services, which include performing construction management, construction engineering, construction survey verification, assurance and acceptance inspection and testing in the areas of concrete, foundation, earthwork, drainage and base, traffic control, and asphalt roadway to determine compliance with the contract requirements. KCI is also providing erosion control and BMP inspections, and tracking wetland fill activities under the USACE Wetland Fill Permit using SCDOT wetlands assessment criteria. The Pee Dee River Bridge is located within 26.7 acres of the Waccamaw National Wildlife Refuge. Mr. Atkinson served as a project manager on this project. He oversaw the planning of this project and balanced the budget, kept track of supplies, collaborated with subcontractors, and **ensured all regulations were met and permits acquired.**

SCDOT District 4 Bridge Replacements, District 4, SC

Key Personnel Role: Quality Control Manager
Experience with Current Firm: KCI Technologies, Inc.
Project Assignment/Duration: Project 2008-2010 / Assigned 2008-2010
Owner Contact Information: SCDOT, Shane Parris, ParrisSL@scdot.org, (864) 489-5760
Design/Construction Value: \$2 million



Project Description: This design-build project consisted of the replacement of seven deficient bridges on secondary and SC routes. These bridges consisted of various types of construction due to existing conditions and traffic concerns. Due to heavy traffic volumes, two of the bridges had to be realigned to prevent major delays to the traveling public and the other five were able to be replaced on the current alignment utilizing detoured routes. Drilled shafts, driven piles, and drilled piles were all used as methods of foundations. The final surface on the bridges varied due to the types of beams and decks that were used during construction (hollow cored slabs with asphalt overlay, cast-in-place decks, and continuous flat slab). All bridges were three to four spans and ranged from 120' to 430'. KCI served as the lead design firm and was responsible for bridge design, quality control, and public relations. KCI supplied inspectors to ensure all construction was in accordance with SCDOT's standard specifications and contractual obligations. Along with the construction monitoring, **the QC team monitored and attended all traffic and erosion control meetings, ensured all material certifications were on file prior to being incorporated into the project, maintained daily communication with the appointed SCDOT staff, and provided weekly schedules to the Resident Engineer and his appointed staff and SCDOT's Independent Assurance Department to ensure the owner was aware of all daily operations.** The QC staff attended all bridge finals and maintained a checklist and followed through with the contractor to make sure all corrections and expectations were met. Mr. Atkinson managed the quality control staff and reviewed documentation of all QC test for correctness and conformity to SCDOT specifications. Mr. Atkinson attended weekly erosion control, traffic control, and SCDOT construction meetings, as well as assisting the contractors with determining correct procedures and specifications for the project.

I-40/I-77 Interchange, Iredell County, NC

Key Personnel Role: CEI Manager
Experience with Current Firm: KCI Technologies, Inc.
Project Assignment/Duration: Project 2012-2015 / Assigned 2012-2015
Owner Contact Information: NCDOT, Larry Carpenter, lcarpenter@ncdot.gov, (980) 552-4204
Design/Construction Value: \$89 million



Project Description: This project consisted of interstate widening with concrete paving and construction of 10 new bridges, and 23 new sound and retaining walls and involved the construction of a new multi-level interchange at I-40 and I-77 in Iredell County. The project also included widening of I-40 to six lanes between NC 115 to Old Mocksville Road, and the reconstruction of US 21 north of Glenway Drive to the BB&T north of Lakeside Drive, with a diverging diamond interchange at I-40. KCI provided CEI services for this project for NCDOT. The site included 11 USACE permitted sites that directly impact streams and wetlands. The project involved new storm drain installation, removal of existing storm drain, tie-in, and modifications to the existing storm drain. KCI also performed jack and bore installation from 12" diameter for drainage, as well as utility and stream relocation. The project utilized approximately 15 inspectors with 10 CEI inspectors, and five NCDOT inspectors.


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.

Mr. Atkinson is currently not assigned to any projects and is 100% available for the I-77 Panther Interchange project.

APPENDIX B: WORK HISTORY AND QUALITY FORM - SECTION 3.5.1

WORK HISTORY AND QUALITY FORM – CONTRACTOR



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design	c. Contact information of the Client & their Project Manager who can verify UIG’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 UIG (in thousands)
Name: Emergency Bridge Package 2018-1 SC File 8848590 Location: Dillon and Orangeburg Counties, SC	Name: Infrastructure Consulting and Engineering (ICE)	Name of Owner: SCDOT Project Manager: Brian Heape, District Construction Engineer Phone: (803) 682-2124 Email: heapebw@scdot.org	August 2019	\$8,745	\$8,745
g. Narrative describing the work performed by the Contractor. If submitting work completed by an affiliated or subsidiary company of the Contractor, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>This design-build project involves the accelerated design-build replacement of three bridges in Dillon and Orangeburg counties in just 323 days. The Dillon sites along S-45 (Lester Rd) included replacing two bridges over Little Pee Dee Swamp (44’-50’-44’ Cored Slabs on 20” PSC Piles) and Little Pee Dee River (66’-66’-66’ Cored Slabs on 20” PSC Piles) with an accelerated schedule while traffic was detoured off-site, and these sites included: roadway approach re-construction, demolition/removal of both bridges, protection of environmentally sensitive areas, encapsulation of new embankments with sheet piling for seismic stability, and raising the roadway profile for hydraulic performance. The Orangeburg site along S-50 (Four Holes Rd) included construction of a 107’-107’ bridge x 37.25’ wide over I-26 with roadway approach re-construction, timber pile/geotextile/stone ground modification under each roadway approach, MSE abutment walls, steel pile foundations, reinforced concrete end bents and footings/columns/cap median bent, 45” FIBs, and reinforced concrete deck. The bridge demolition was previously completed by UIG’s Emergency Response Team within 24 hours after being struck by a truck and nearly coallsping per SCDOT’s request.</p>					<div>Similarities</div> <ul style="list-style-type: none">✓ Design-Build Delivery✓ Accelerated design and construction✓ Bridge construction over/around interstate✓ Interstate MOT✓ Coordination with third parties✓ Working near/over environmentally sensitive areas <div>Personnel</div> <ul style="list-style-type: none">✓ Lindy Hallman (2018-2019): Project Manager/Design-Build Coordinator
h. Self-Assessment. The information provided in this section should be a self-assessment of the Proposer’s performance on the project to identify Proposers with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Proposers that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The project was completed on schedule even though the scope of work increased based on actual site conditions and there were unforeseen impacts. Also, UIG performed additional work on a nearby project per SCDOT’s request. There were no quality issues, no disputes, and no claims, as well as no lost-time incidents, no traffic incidents, and no environmental issues or violations.</p>					
i. Quality Initiatives. Discuss the Team’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>UIG provided an initial accelerated schedule in its technical proposal and then added more resources to recover the schedule due to scope creep and impacts beyond control to ensure the project was completed on time at zero additional cost to the SCDOT. Robust ground modification designs were constructed for the roadway approaches at all bridge ends to cure poor subsurface conditions and settlement issues.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Contractor shall provide a detailed explanation below.					
<p>Not Applicable</p>					



WORK HISTORY AND QUALITY FORM – CONTRACTOR



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design	c. Contact information of the Client & their Project Manager who can verify UIG’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 UIG (in thousands)
Name: Volvo/I-26 Interchange SC Project ID P028843 Location: Berkeley County, SC	Name: Johnson, Mirmiran & Thompson (JMT)	Name of Owner: SCDOT Project Manager: Kevin Turner, District Construction Engineer Phone: (843) 708-3579 Email: turnermk@scdot.org	August 2019	\$45,000	\$4,700


g. Narrative describing the work performed by the Contractor. If submitting work completed by an affiliated or subsidiary company of the Contractor, identify the full legal name of the affiliate or subsidiary and their role on the Project.

The Volvo Interchange is a new interchange along I-26 in Berkeley County to provide access from I-26 to the new Volvo Boulevard which will lead to the Camp Hall Commerce Park as well as the Volvo Manufacturing Facility. The project included three new bridges on horizontally curved alignments using flared 72” Mod BT prestressed concrete girders supported by multi-column bents on steel pile supported footings, as well as integral end bents with MSE wall supported embankments. A USACE permit modification was coordinated with the County’s consultants and SC Dept. of Commerce then followed with an Environmental Compliance Plan which UIG strictly complied with. The design-build delivery team included Lead Contractor Conti Enterprises for management, drainage, grading, etc., Banks Construction Company for paving, and UIG for all bridges. United communicated extensively with the lead contractor and paving contractor to coordinate all sequencing/scheduling, especially as it related to MOT and safety on the interstate work. UIG constructed the three new bridges for Ramp 1 over I-26, Ramp 4 over I-26, and Ramp 1 over Rramp 4. Significant coordination and traffic control was required for the erection of all girders at night to minimize disruption to traffic in the I-26 corridor.




Similarities

- ✓ Design-Build
- ✓ Interstate bridge construction
- ✓ Interstate widening in suburban setting
- ✓ Multiphase MOT
- ✓ Accelerated Construction
- ✓ Budget Constraints



I-26 Volvo Interchange
Berkeley County, SC



h. Self-Assessment. The information provided in this section should be a self-assessment of the Proposer’s performance on the project to identify Proposers with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Proposers that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.

UIG was engaged to help recover some lost time of the overall project schedule. Accordingly, they mobilized extra cranes and crews, worked 24/7 at times, and beat all project milestones, and actually got ahead of the prime contractor who could not make the second and third bridges sites available by the time United was prepared to mobilize.

i. Quality Initiatives. Discuss the Team’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.


UIG was engaged to help recover some lost time of the overall project schedule. To accomplish this, United pre-ordered all materials as much as possible, mobilized extra cranes, and work 7 days a week at times.

j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Contractor shall provide a detailed explanation below.

Not Applicable




WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design	c. Contact information of the Client & their Project Manager who can verify BDC’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 BDC (in thousands)
Name: I-77 HOT Lanes Location: Mecklenburg & Iredell Counties, NC	Name: Louis Berger Group, Inc.	Name of Owner: NCDOT Project Manager: Nat Hunter, PE Phone: (980) 262-6202 Email: ehunter@ncdot.gov	December 2021	\$647,000	\$110,000
g. Narrative describing the work performed by the Contractor. If submitting work completed by an affiliated or subsidiary company of the Contractor, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>This Public-Private Partnership (PPP) Project involved the conversion and expansion of current HOV lanes to provide HOT lanes along I-77 for a length of 26 miles from I-277 in downtown Charlotte to NC 150 in Mooresville. Two HOT lanes in each direction are provided through the southern and central sections of the project while a single HOT lane in each direction is provided in the northern section. A direct connection flyover is provided for the HOT lanes from I-77 to and from I-277 at the southern end of the project. The remaining access points are provided through slip ramps in and out of the I-77 general purpose lanes. Nine new bridges were required along with the widening of 17 existing bridges to accommodate the construction of the HOT lanes in the median of I-77. Blythe Development Company, from Charlotte, NC. was the primary subcontractor to the Lead Contractor (Ferrovail Agroman, S.A. & W.C. English Inc Joint Venture) on this project. The scope of work performed by Blythe Development Company consisted of widening operations from I-277 through the Harris Blvd Intersection; Blythe Development Company’s scope of work included all erosion control, storm drainage and earthwork operations through this section; staged removal and construction of two new multi-span bridges across I-77; these two bridges were multi-span precast concrete girder-concrete deck bridges; new construction of the I-277 fly-over bridge to I-77 Southbound; widening of the I-77 Southbound bridge over I-77 Northbound and removal of an existing pedestrian bridge over I-77; placement of all stone base for the entire twenty-six (26) mile project, totaling 850,000 TN of Aggregate Base Course; and production and placement of over 800,000 TN of asphalt pavement on the project. Several of the major challenges faced during construction of this project included scheduling work in conjunction with the overall volume of traffic inside this I-77 corridor; limited access points and tight working areas increased the need for detailed haul operations to ensure the overall safety to the traveling public and other subcontractors; maintaining open communication with the General Contractor was a weekly challenge in ensuring the production and schedule was met; and working with the General Contractor to coordinate bridge construction schedules to minimize the impact to the traveling public yet still ensure enough time to bring the project to completion on time.</p> <p>As a subcontractor to Sugar Creek Construction, United was asked to help accelerate completion of the project by completing with the following structures as quickly as possible with an extensive workforce that was mobilized quickly: Bridge 114 connection to existing Lakeview and I-77 T-connector to 77NB / 77SB HOV, Bridges 113E and 113W on new alignment carrying I-77 over I-85, Bridge 112 carrying I-77 over I-85, Bridges 111E and 111W carrying I-77 over I-85, Bridge 110 carrying I-77 over ramp with post-tensioned cap, Bridge 106 with 13 spans from I-277 to SB-77, Demolition of 5 Bridges, Joint Rehabilitations, and Bearing Rehabilitations.</p>				<div>Similarities</div> <ul style="list-style-type: none">✓ Design-Build✓ Interstate bridge construction/demolition✓ Interstate widening in urban setting✓ Multiphase MOT while maintaining traffic✓ Limited site and median access✓ Working adjacent to environmentally sensitive areas	
h. Self-Assessment. The information provided in this section should be a self-assessment of the Proposer’s performance on the project to identify Proposers with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Proposers that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The I-77 Public-Private Mobility Project in Mecklenburg and Iredell Counties has given great insight and experience to Blythe Development Company concerning the Design Build Delivery method. Throughout the project, many revisions to RFC plans created logistical challenges to both the schedule and efficiency of the construction process. These challenges were ultimately overcome thru experience and cooperation of BDC with the stakeholders involved. The efforts of BDC greatly improved the ability of the General Contractor to meet the goals set forth for this project. The overall project had a short duration for the amount of design and construction included in Blythe Development Company’s Scope of Work but through management’s effort and the buy-in by our crews Blythe Development was able to meet the needs and requirements of the overall schedule. Working in tight working areas in conjunction with high-volume traffic was a challenge from the beginning but being able to design ideal access points to allow for the most effective haul routes helped the overall schedule of the project. The high traffic volume and scopes of work have prepared Blythe Development Co for similar projects.</p>					
i. Quality Initiatives. Discuss the Team’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>Blythe Development cooperated and coordinated with the Lead Contractor to follow the Team’s process of Quality Management specific to the project. The Team managed the phasing and traffic coordination to minimize impacts to both the schedule and traveling public. BDC’s efforts with the Lead Contracting Team resulted in an overall reduction in phasing and traffic shifts required.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Contractor shall provide a detailed explanation below.					
Not Applicable					

WORK HISTORY AND QUALITY FORM – DESIGNER



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify KCI'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 KCI (in thousands)
Name: I-26 Port Access Road Improvements Design-Build Location: Charleston County, SC	Name: Fluor-Lane Joint Venture	Name of Owner: SCDOT Project Manager: Jae Mattox Phone: (803) 737-1805 Email: mattoxjh@scdot.org	Professional Services: 08/2018 Construction: 12/2019	\$221,000	\$3,623
g. Narrative describing the work performed by KCI. Include the office location(s) where the design work was performed and whether KCI was the lead designer or a sub-consultant.					
<p>The Port Access Road is a new roadway, interchange and structure project that provides direct access between the Hugh Leatherman Container Terminal, currently under construction, located on the former Navy Base and Interstate 26 (I-26), while maintaining adequate service for local, commuter, and commercial traffic. The project consists of the construction of a new fully-directional interchange on I-26, a Bainbridge Connector Road, the extension of Stromboli Avenue and associated roadway improvements to surface streets to serve the proposed Naval Base Terminal (NBT) in Charleston County, South Carolina. The project's scope includes local roadway enhancements to safely integrate container terminal traffic with existing traffic; support local and regional planning policies and strategies; and minimize adverse impacts on nearby communities, the traveling public and the environment. KCI was a major subconsultant and provided structure design for the mainline bridges and ramps A through D, which tie into one structure, and ramps E and F that feed to and from the Bainbridge Connector. All design work provided by KCI was performed in their Rock Hill, SC office. The two main bridges are each over 4,000 feet long. At the former Macalloy site, which was an old chromium plant, KCI's engineers took the hazardous materials into consideration by using pile footings instead of drilled shafts, in order to avoid removal and disposal of any hazardous materials. KCI performed seismic design oversight for the entire project and seismic design for the mainline structures. The project was exposed to a high seismic hazard, and it constructed eight miles of large bridge structures and associated roadway embankments through highly variable subsurface conditions that include significant uncontrolled fill deposits, liquefying sand strata, and highly compressible clay strata through the historic industrial "neck" area of the Charleston peninsula. The project construction is near live I-26 traffic, over active CSX and Norfolk Southern Rail lines, and involves work in environmental cleanup areas of former industrial sites. Modular construction will be used for precast components of the project, such as bridge beams, retaining walls, sound walls and draining structures. These items will be fabricated offsite to maintain quality and safety. KCI was also responsible for development of demolition plans for two bridges (Exit 217 Line B and C and Exit 218 Line F and G) over I-26 and local roads and Norfolk Southern and CSX railroads and performing a load rate of the existing structures for the overweight construction vehicles. The Port Access Road project will provide new interchanges with improved mobility serving the fastest growing container port in the US, enhance economic development and improve local roadway network access to I-26. Construction completion is expected in late 2019.</p>				<div>Similarities<ul style="list-style-type: none">✓ Aggressive DB schedule to complete project✓ Interstate facility w/local road improvements✓ No impacts to facilities under interstate✓ Major route & traffic congestion✓ Roadway & traffic improvements✓ Environmentally sensitive area✓ Permitting streams/creeks✓ Complex geotechnical challenges✓ Traffic control devices✓ Transportation management plan✓ Utility coordination✓ Major stakeholder coordination✓ Public involvement/communications</div> <div>Personnel<ul style="list-style-type: none">✓ Jared Medlin, PE: Senior Bridge Engineer (2017)</div>	
h. Self-Assessment. The information provided in this section should be a self-assessment of KCI's performance on the project to identify teams with firms or personnel that have successfully completed projects on time and on or under budget, and to identify firms that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>KCI worked with the design-build team and SCDOT to develop a schedule to deliver the mainline RFC plans to meet the Contractors schedule for the design phase of the project. The agreed upon schedule called for segmenting and packaging the mainline plans into various combinations of substructure and superstructure plans to expedite delivery of materials and to allow construction activities to ensue while other areas were being developed. This process provided for inefficiencies in the design, production and review process as compared to taking all the necessary time to submit one composite design of the entire structure. Even with these inefficiencies, all work performed by KCI was delivered without a contract modification or change order to KCI's design fee. The project is currently under construction without any current or known claims resulting from KCI's portion of the work.</p>					
i. Quality Initiatives. Discuss KCI's quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>KCI's bridge engineers were instrumental in developing efficient and cost saving ideas during the pursuit phase that directly helped the JV team cut millions off the bid without sacrificing quality or schedule. These cost saving ideas helped the team save the SCDOT over \$14 million from the next low bidder.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, KCI shall provide a detailed explanation below.					
<p>All answers to the questions in Section 3.5.2 are "No" for this project.</p>					

WORK HISTORY AND QUALITY FORM – DESIGNER



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify KCI'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 KCI (in thousands)
Name: R-2247CD & EC – Winston-Salem Design-Build Interchanges Location: Forsyth County, NC	Name: Blythe Construction, Inc.	Name of Owner: NCDOT Project Manager: Michael Shumsky, PE Phone: (919) 707-6627 Email: mshumsky@ncdot.gov	Professional Services: 08/2018 Anticipated Construction: 12/2019	\$43,900	\$4,075
g. Narrative describing the work performed by KCI. Include the office location(s) where the design work was performed and whether KCI was the lead designer or a sub-consultant.					
<p>SR 1891 (Peace Haven Road) over US 421, NCDOT Project R-2247CD, is an interchange improvement design-build project in Winston Salem, NC. The project realigned three ramps of a diamond interchange and added one loop to improve the operations of the interchange. A third lane in each direction was added on US 421 thru the interchange. The 2036 AADT of SR 1891 is 21,875 vpd. Also, access to SR 1891 from Kester Mill Road was eliminated as it was in close proximity to the ramp termini. The SR 1891 bridge was reconstructed in a single phase to the west to avoid impacts to the existing traffic pattern. The new bridge is a 244’x89.58’ horizontally curved two-span prestressed concrete girder bridge with spill thru end slopes. The new bridge accommodates two thru lanes in each direction, a turn lane at each end, and sidewalks on both sides. Additionally, a bridge replacement on Kester Mill Road over Silas Creek was also required. The new structure is a 70’x30’ hollow cored slab bridge. The project also included design and construction of a soil nail retaining wall and four sound walls.</p> <p>NC 65 (Bethania-Rural Hall Road) over US 52 (Future I-74), NCDOT Project R-2247EC, is an interchange improvement design-build project was let in the same contract as R-2247CD. This project let as preparation for the future terminus of the Winston Salem Northern Beltway (WSNB) which will also serve as I-74. The project modified the interchange from a diamond interchange to a partial cloverleaf with ramps and loops in the western quadrants. The design also accommodates a future collector distributor system from the future WSNB interchange located immediately to the east. Our design also included the preliminary design of several ramps for the future interchange to be incorporated into a future design-build project. The 2035 AADT of NC 65 is 18,900. The NC 65 bridge was stage constructed to the west to minimize impacts to interchange operation during construction. The new bridge is a 385.5’x103.08’ two span structural steel girder bridge with spill thru end slopes. The new bridge accommodates two thru lanes in each direction, dual left turn lanes, and sidewalks on both sides. The new structure also includes a precast fascia panel system that simulates a concrete arch on each side. The project also included the design and construction of 2 sound walls. This project also included the permitting of the entire WSNB corridor which required extensive coordination with the consultants performing the design-build preparation for NCDOT.</p> <p>The overall design management, roadway design, utility coordination, wet utilities design, and surveys were performed in KCI’s Raleigh, NC, office under the supervision of Charlie Flowe. The structures design was performed in KCI’s Charlotte, NC office under the supervision of Jared Medlin. All other services were performed by subconsultants.</p>					<div>Similarities</div> <ul style="list-style-type: none">✓ Aggressive DB schedule to complete project✓ Interchange Improvements✓ No impacts to facilities under interstate✓ Major route & traffic congestion✓ Suburban/Urban Location✓ Roadway & traffic improvements✓ Traffic control devices✓ Transportation management plan✓ Major Utility coordination✓ Major stakeholder coordination✓ Public involvement/communications <div>Personnel</div> <ul style="list-style-type: none">✓ Jared Medlin, PE (2016-2018): Structures Lead Engineer/EOR
h. Self-Assessment. The information provided in this section should be a self-assessment of KCI’s performance on the project to identify teams with firms or personnel that have successfully completed projects on time and on or under budget, and to identify firms that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>KCI worked with the design-build team and NCDOT to develop a schedule to deliver the RFC plans to meet the Contractors schedule for the design phase of the project. The agreed upon schedule called for parallel design for each interchange. KCI was able to assign independent design squads to each interchange to meet the demanding schedule. Critical Path tasks were identified early and delivered on-time. All work performed by KCI was delivered without a contract modification or change order to KCI’s design fee. The project is currently under construction without any current or known claims resulting from KCI’s portion of the work.</p>					
i. Quality Initiatives. Discuss KCI’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>KCI’s bridge engineers were instrumental in developing efficient and cost saving ideas during the pursuit phase that directly helped the D-B team cut millions off the bid without sacrificing quality or schedule. These cost saving ideas helped the team save the NCDOT over 10% from the next low bidder.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KCI shall provide a detailed explanation below.					
<p>All answers to the questions in Section 3.5.2 are “No” for this project.</p>					

WORK HISTORY AND QUALITY FORM – DESIGNER



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KCI'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 KCI (in thousands)
Name: Monroe Bypass Connector Design-Build Location: Mecklenburg & Union Counties, NC	Name: Monroe Bypass Constructors, LLC	Name of Owner: NCDOT (NCTA) Division Engineer: Rick Baucom, PE Phone: 704-289-7905 (M) Email: rwbaucom@ncdot.gov	Professional Services: 5/2018 Construction: 11/2018	\$472,000	\$1,939
g. Narrative describing the work performed by KCI. Include the office location(s) where the design work was performed and whether KCI was the lead designer or a sub-consultant.					
<p>The existing US 74 serves as an important commercial corridor for Union and Mecklenburg County residents and businesses, with many retail, commercial, and employment centers having direct access to and from US 74. This project was the NCTA's second operational toll facility; a 20-mile all electronic toll facility with nine interchanges extending from I-485 in Charlotte to existing US 74 west of Marshville consisting of 37 bridges. KCI designed 17 of those bridges at 11 sites; six of those sites have dual structures. For the one-mile section of mainline along the project existing US 74 on the west end, the project consisted of an elevated six-lane divided, controlled access toll road with two-lane frontage roads located at or near existing grade along each side of the mainline. The remaining portion consisted of a four-lane divided, controlled access toll road with a 46-foot median on new location. The western and eastern ends were designed to meet 60-mph design speeds while the remaining section met a 70-mph design speed for a rolling urban freeway. The project was designed to provide a partial interchange at its western end with existing US 74 and 6 full movement interchanges. KCI designed the structures at Indian Trail-Fairview Road, US 601, and NC 200 interchanges. The team's proposed approach included the design of several interchanges and ramps to reduce construction, ROW costs, and relocations and safety improvement. The Monroe Bypass has improved mobility and capacity within the project study area by providing a facility for the US 74 corridor that allows for high-speed regional travel consistent with the designations of the North Carolina Strategic Highway Corridor program and the North Carolina Intrastate System, while maintaining access to properties along existing US 74. KCI was a major subconsultant on the project serving the Joint Venture with United as the managing partner. KCI designed 17 bridges with 12 bridges carrying mainline traffic and five bridges crossing over the mainline. KCI also was involved in the development of project-wide aesthetic bridge details in coordination with the lead designer and the contractor. With the large number of bridges and a compressed design schedule, the work was primarily performed from KCI's Charlotte, NC office with support from the Raleigh, NC and Rock Hill, SC offices. The bridge design work was managed by Jared Medlin, who served as Engineer of Record on the bridges for three interchanges which were classified as major or intermediate aesthetic bridges. Aesthetic treatments included brick pattern MSE walls, formlined and painted interior bent columns, and precast pilasters at the corners of the bridges. KCI also performed contractor support services for the contractor included formwork/falsework design, temporary shoring design, and girder erection plans over US 74 and Norfolk Southern Railroad. Additionally, KCI performed construction inspection duties as a subconsultant on the embankment and asphalt paving construction.</p>					<div>Similarities</div> <ul style="list-style-type: none">✓ Major Interchange Construction✓ Suburban Working Environment✓ Significant Traffic Control Requirements✓ Extensive Third-Party Coordination✓ ROW Coordination/Acquisition✓ Extensive Utility Coordination/Relocation✓ Environmental Permitting/Challenges✓ Extended 3-Year Warranty <div>Personnel</div> <ul style="list-style-type: none">✓ Lindy Hallman (2012-2015): Design-Build Coordinator✓ Jared Medlin, PE (2010-2018): KCI Structures Manager
h. Self-Assessment. The information provided in this section should be a self-assessment of KCI's performance on the project to identify teams with firms or personnel that have successfully completed projects on time and on or under budget, and to identify firms that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>KCI completed design work for each bridge either on or ahead of the baseline design schedule. Throughout the course of design, certain bridges were moved up in the schedule to accommodate the JV's construction schedule. The original substantial completion date was November 27, 2018 and actual substantial completion date was November 27, 2018 with no claims, even though the ROW was provided to the team one year late. The project was Substantially Complete and opened for toll traffic on the November 27, 2018, despite the ROW being provided one year late, and the team earned 100% of the early completion bonus.</p>					
i. Quality Initiatives. Discuss KCI's quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>To ensure quality deliverables for this project KCI employed their ISO 9001 certified Quality Management System (QMS). The five-step checking process requires a checking by a Professional Engineer and a review by another PE to ensure high quality deliverables. All plans went through the interdisciplinary review process where the plans were reviewed by the roadway, structures, hydraulic, traffic control, utility coordination, and geotechnical disciplines prior to submittal to NCTA. As a result, all of KCI's 17 bridges were constructed without major design errors and no claims were made against KCI.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, KCI shall provide a detailed explanation below.					
<p>All answers to the questions in Section 3.5.2 are "No" for this project.</p>					

APPENDIX C: WORK HISTORY AND QUALITY FORM - SECTION 3.5.2

WORK HISTORY AND QUALITY FORM – CONTRACTOR



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design	c. Contact information of the Client & their Project Manager who can verify UIG’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 UIG (in thousands)
Name: Federal Aid Bridge Replacement Project Package E Location: Cherokee, Chester, Fairfield, Lancaster, and York Counties, SC	Name: Infrastructure Consulting and Engineering (ICE)	Name of Owner: SCDOT Project Manager: Shane Parris Phone: (864) 489-5760 Email: parrissl@scdot.org	Construction: 2019 Design: 2015	\$53,080	\$53,080
g. Narrative describing the work performed by UIG. If submitting work completed by an affiliated or subsidiary company of UIG, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>UIG managed and performed all aspects of this design-build bridge replacement project consisting of 12 sites with 13 bridges in 5 counties totaling 4048 LF of bridge, 184704 SF of deck, 39 spans, 4 miles of roadway, and the bridge demolitions, as well as steel pile, concrete pile, and drilled shaft foundations, reinforced concrete substructures, and flat slab, cored slab, and concrete and steel beam superstructures. UIG managed and self-performed all work described below except as noted herein:</p> <ul style="list-style-type: none">- 405’-2” Type III and 65” Modified BT Girder Bridge on Steel Pile end bent and Drilled Shaft interior bent Foundations carrying S-12-77 (Hightower Road) over Fishing Creek,- 331’ 54” Bulb Tee Girder Bridge on Steel Pile end bent and Drilled Shaft interior bent Foundations carrying S-12-141 (Brooklyn Road) over Rocky Creek,- 325’ 54” Bulb Tee Girder Bridge on Steel Pile end bent and Drilled Shaft interior bent Foundations carrying SC 200 (Great Falls Hwy) over Wateree Creek,- 1,424’-6” 54” MBT and Florida 78” BT Girder Bridge on Steel Pile end bent and Drilled Shaft interior bent Foundations carrying SC 9 (Chester and Lancaster Hwy) over Catawba River,- 180’ Type III Girder Bridge on Steel Pile end bent and Drilled Shaft interior bent Foundations carrying SC 200 (Monroe Hwy) over Cane Creek,- 330’ 54” Bulb Tee Girder Bridge on Steel Pile end bent and Drilled Shaft interior bent Foundations carrying S-46-22 (Pleasant Rd) over Steele Creek,- 220’ and 140’ Cored Slab Bridges on Steel Pile end bent and Drilled Shaft interior bent Foundations carrying S-46-64 (Lincoln Rd) and S-46-732 (Boyd Rd) over Allison Creek and Calabash Branch,- 90’ Type III Girder Bridge on Steel Pile end bent Foundations carrying S-46-347 (Gordon Rd) over Stoney Fork Creek,- 156’ Steel Girder Bridge on Steel Pile end bent Foundations carrying I-85 Overpass over NSRR,- 400’ Type III Girder Bridge on Steel Pile end bent and Drilled Shaft interior bent Foundations carrying S-46-103 (Oak Park Rd) over Fishing Creek, and- 44’-6” Flat Slab Bridge on Steel Pile end bent Foundations carrying S-11-41 (Beech St) over Peoples Creek. <p>Sites S-46-22, S-46-347, S-46-732, and S-46-103 were subcontracted to another bridge subcontractor. All roadway work on all sites was subcontracted to other road contractors. All other work as self-performed other than specialty work. All work was completed safely with no significant quality issues, on budget, and on time with exception of the sites noted below.</p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of UIG’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The most successful aspects of this project were directly attributable to maintaining control of as many site activities as possible, assimilating highly experienced and committed resources, having excess resources available when needed, routine and effective communication and collaboration, and early identification and abatement of issues. When these measures were not implemented, project delivery was adversely impacted. Likewise, UIG learned that utilizing subcontractors that do not share our same culture/commitment and/or with whom there is no established long-term working relationship led to some poor results from a schedule and cooperation perspective. Nonetheless, despite UIG’s shortcomings and lessons learned on this project and several other adversities, all sites were successfully completed in a quality manner without any claims, dispute proceedings, litigation and arbitration, and with no additional cost to SCDOT.</p>					
i. Quality Initiatives. Discuss UIG’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>Claims avoidance became very important on this project and via the initiatives to address these matters openly and honestly with SCDOT, all issued were resolved. On the most successful of the sites, collaboration with all team members proved extremely valuable, along with very detailed budgets and schedules that were routinely disseminated. To ensure the work is done right the first time, UIG’s QC firm (ICE) remained integrally involved at all times during construction, and any quality issues discovered during construction were documented/vetted with SCDOT quickly.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, UIG shall provide a detailed explanation below.					
<p>UIG was assessed the following LDs: S-12-141 (7 days, \$17,500) for delays encountered in the relocation of an existing sewer line, SC 200 (83 days, \$124,500) for improper ready mix concrete supplied to site which required removal/replacement plus there were excessive rain days and a flood, S-46-22 (108 days, \$162,000), S-46-64 (10 days, \$25,000) and S-46-347 (70 days, \$245,000) for delays related to a major turnkey subcontractor failing to meet contractual deadlines, S-46-732 (86 days, \$129,000), I-85 (475 days, \$1,662,500) for time to resolve a beam deflection issue between the owner and EOR and time associated with extensive remediation of poor subsurface soils in the existing interstate embankments and excessive weather delays, S-46-103 (99 days, \$148,500) for delays related to grading and paving subcontractors failing to complete work per contractual deadlines, and for the overall project (83 days, \$149,400) resulting from the delays mentioned above.</p>					

WORK HISTORY AND QUALITY FORM – CONTRACTOR



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design	c. Contact information of the Client & their Project Manager who can verify UIG’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 UIG (in thousands)
Name: Emergency Bridge Package 4 Location: Kershaw, Richland and Williamsburg Counties, SC	Name: Infrastructure Consulting & Engineering (ICE)	Name of Owner: SCDOT Project Manager: Tyke Redfearn, PE Phone: (803) 737-1430 Email: redfearnwt@scdot.org	Construction: 2017 Design: 2016	\$11,700	\$11,700
g. Narrative describing the work performed by UIG. If submitting work completed by an affiliated or subsidiary company of UIG, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
This project includes the removal and replacement of 4 bridges and approach roadways on secondary roads over waterways in that were damaged by significant flooding. UIG managed and self-performed all the work except as noted herein. The work included 654 LF of bridge, 25909 SF of deck, 11 spans, bridge demolitions, and 1 mile of roadway with grading/drainage work necessary to tie new approaches to existing roadways. The work at each site included the following: <ul style="list-style-type: none">- S-28-36 (Pine Grove Road) over Twenty-Five Mile Creek in Kershaw County – 260’-4” Type III Girder Bridge on end bents w/steel piles and interior bents w/drilled shafts plus extended roadway approaches damaged in the flood,- S-40-69 (Congress Road) over Jumping Run Creek in Richland County – 114’ Cored Slab Bridge on end bents w/steel piles and interior bents w/concrete piles plus the roadway approaches,- S-40-827 (Rockbridge Road) over Spring Lake in Richland County – 120’ Flat Slab Bridge on end bents w/steel piles and interior bents w/concrete piles plus the roadway approaches, and- S-45-51 (Battery Park Road) over Black Mingo Creek in Williamsburg County – 164’ Cored Slab Bridge on end bents w/steel piles and interior bents w/concrete piles plus extended roadway approaches damaged in the flood. The S-28-36 and S-45-51 sites were subcontracted to other bridge contractors. The roadway approaches on all sites were subcontracted to other road contractors. S-40-69 (self-performed by UIG) was completed 24 days early to achieve the \$60k incentive. All work was completed safely with no significant quality issues, within budget, and with minor LDs on some sites per below.				<div>Personnel</div> <div>✓ Lindy Hallman (2015-2017): Project Manager</div>	
h. Self-Assessment. The information provided in this section should be a self-assessment of UIG’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Not Applicable					
i. Quality Initiatives. Discuss UIG’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
Not Applicable					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, UIG shall provide a detailed explanation below.					
UIG was assessed liquidated damages on the below project sites as follows: <ul style="list-style-type: none">- S-28-36 (101 Days) - Due to lack of performance by a bridge subcontractor we utilized/trusted for this site.- S-40-827 (6 Days) - Due to difficulty in removing the damaged existing bridge which was buried by the flood sediment and also unforeseen foundation installation conditions encountered in the new bridge construction.- S-45-51 (10 Days) - Due to lack of performance by a bridge subcontractor we utilized/trusted for this site.					

WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design	c. Contact information of the Client & their Project Manager who can verify UIG’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 UIG (in thousands)
Name: SC Hwy 378 over Lynches River Location: Scranton, SC	Name: SCDOT	Name of Owner: SCDOT Project Manager: James E. Poston, RCE Phone: 843-307-4072 Email: postonje@scdot.org	11/2017	\$40,311	\$13,063
g. Narrative describing the work performed by UIG. If submitting work completed by an affiliated or subsidiary company of UIG, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
UIG self-performed the removal and replacement of 3 bridges over waterways as part of this 8.9-mile long project, which included 1,470 LF and 118,320 SF of bridge, culvert and bridge demolitions, and approach slabs. The work at each site included: <ul style="list-style-type: none">- US 378 over High Hill Creek – 90’ bridge with 30’ flat slab spans on reinforced concrete end bents and interior bents w/20” concrete piles,- US 378 over Lynches River Swamp – 180’ bridge with 60’ Type II concrete beam spans on reinforced concrete end bents w/14” steel piles and interior bents w/66” drilled shafts,- US 378 over Lynches River – 1200’ bridge with 120’ BT 72” concrete beam spans on reinforced concrete end bents w/14” steel piles and interior bents w/78” drilled shafts, All work was completed safely with no significant quality issues, within budget, and on time.					
h. Self-Assessment. The information provided in this section should be a self-assessment of UIG’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Not Applicable					
i. Quality Initiatives. Discuss UIG’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
Not Applicable					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, UIG shall provide a detailed explanation below.					
OSHA Inspection No 1264639.015 on 9/7/2017, 5 initial violations resulting in 1 serious citation due to employee not using fall protection equipment, even though company provided equipment. Monetary Penalty reduced from \$35,250 to \$7,000 via Informal Settlement Agreement, Optional Repot No.0581-15 w/ SCOSHA (Karl Maddox). Closing Conference on 3/2/2018 via Telephone, Cased closed on 6/12/2018.					

APPENDIX D: LEGAL & FINANCIAL



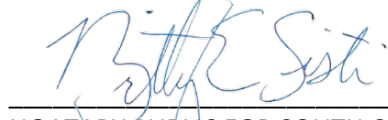
Letter of Financial Capacity

The undersigned, being duly sworn, deposes and says that he is James E. Triplett, President of United Infrastructure Group, Inc. and an Authorized Representative for United-Blythe Panthers JV. He further stated that United Infrastructure Group, Inc. is the managing partner of the United-Blythe Panthers JV and has the financial capacity and resources necessary to complete the Interstate 77 Panther Interchange Design-Build Project (ID P038652) in York County as proposed in the Request for Qualifications issued by the South Carolina Department of Transportation.

Signed this 20th day of August 2020


James E. Triplett

Subscribed and sworn to before me this 20th day of August 2020



NOTARY PUBLIC FOR SOUTH CAROLINA
My Commission Expires: March 27, 2029





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

July 31, 2020

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

**RE: United-Blythe Panthers JV
Request for Qualifications
Interstate 77 Panther Interchange Design-Build Project ID P038652
York County, SC**

Dear Ms. Wright:

We have been advised that United-Blythe Panthers JV, a joint venture consisting of **United Infrastructure Group, Inc and Blythe Development Company** are submitting a response to the Request for Qualifications for the above-mentioned project. **Arch Insurance Company and Liberty Mutual Insurance Company** have the pleasure of extending surety credit to this Joint Venture as co-sureties. We are pleased to recommend the members of **United-Blythe Panthers JV** as well-financed construction companies capable of completing the Project to your utmost satisfaction.

Arch Insurance Company and **Liberty Mutual Insurance Company** are currently providing **United-Blythe Panthers JV** with bonding support of \$100 million dollars on single contracts and \$500 million dollars aggregate. Thus, **United-Blythe Panthers JV** has the capacity to be bonded for the project as proposed in the RFQ and will be capable of obtaining a bid bond, 100% performance bond and 100% payment bond in the estimated amount of the contract. All issuance of bonds is subject to the review and approval of all contract terms, conditions and bond forms.

Arch Insurance Company is authorized to transact business in all fifty (50) states with a Treasury Listing of \$95,546,000 and is rated A+ by A.M. Best Company.


Liberty Mutual Insurance Company is authorized to transact business in all fifty (50) states with a Treasury Listing of \$1,310,710,000 and is rated A by A.M. Best Company

Arch Insurance Company and **Liberty Mutual Insurance Company** are listed on the current U.S. Department of Treasury Financial Management Service list of approved bonding companies.

Should you have any questions, or need additional information, please feel free to contact me.

Yours truly,

**Arch Insurance Company
Liberty Mutual Insurance Company**

By 
Jennifer C. Hoehn, Attorney-in-Fact



This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated. Not valid for Note, Loan, Letter of Credit, Currency Rate, Interest Rate or Residential Value Guarantees.

POWER OF ATTORNEY

Know All Persons By These Presents:

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

Angela D. Ramsey, Donna K. Ashley, Gregory T. Wilkerson, J. David Pollack, Jr., Jacqueline Hampton, Jennifer C. Hoehn, John D. Leak III and William J. Quinn of Charlotte, NC (EACH)

its true and lawful Attorney(s)in-Fact, to make, execute, seal, and deliver from the date of issuance of this power for and on its behalf as surety, and as its act and deed:

Any and all bonds, undertakings, recognizances and other surety obligations, in the penal sum not exceeding Ninety Million Dollars (90,000,000.00).

This authority does not permit the same obligation to be split into two or more bonds In order to bring each such bond within the dollar limit of authority as set forth herein.

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

This Power of Attorney is executed by authority of resolutions adopted by unanimous consent of the Board of Directors of the Company on September 15, 2011, true and accurate copies of which are hereinafter set forth and are hereby certified to by the undersigned Secretary as being in full force and effect:

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


This Power of Attorney is signed, sealed and certified by facsimile under and by authority of the following resolution adopted by the unanimous consent of the Board of Directors of the Company on September 15, 2011:

VOTED, That the signature of the Chairman of the Board, the President, or the Executive Vice President, or any Senior Vice President, of the Surety Business Division, or their appointees designated in writing and filed with the Secretary, and the signature of the Secretary, the seal of the Company, and certifications by the Secretary, may be affixed by facsimile on any power of attorney or bond executed pursuant to the resolution adopted by the Board of Directors on September 15, 2011, and any such power so executed, sealed and certified with respect to any bond or undertaking to which it is attached, shall continue to be valid and binding upon the Company.

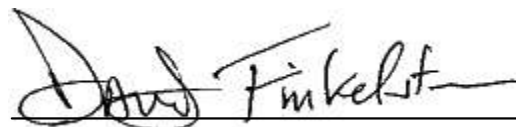
In Testimony Whereof, the Company has caused this instrument to be signed and its corporate seal to be affixed by their authorized officers, this 17th day of March, 2020

Attested and Certified

Arch Insurance Company



Patrick K. Nails, Secretary

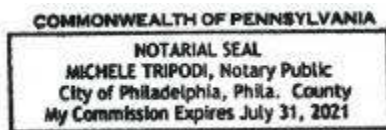



David M. Finkelstein, Executive Vice President

STATE OF PENNSYLVANIA SS

COUNTY OF PHILADELPHIA SS

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




Michele Tripodi, Notary Public
My commission expires 07/31/2021

CERTIFICATION

I, Patrick K. Nails, Secretary of the Arch Insurance Company, do hereby certify that the attached Power of Attorney dated March 17, 2020 on behalf of the person(s) as listed above is a true and correct copy and that the same has been in full force and effect since the date thereof and is in full force and effect on the date of this certificate; and I do further certify that the said David M. Finkelstein, who executed the Power of Attorney as Executive Vice President, was on the date of execution of the attached Power of Attorney the duly elected Executive Vice President of the Arch Insurance Company.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seal of the Arch Insurance Company on this 31st day of July, 2020.



Patrick K. Nails, Secretary

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

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

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





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

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

Certificate No: 8202325-969489

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Donna K. Ashley; Jacqueline Hampton; Jennifer C. Hoehn; John D. Leak, III; J. David Pollack, Jr.; William J. Quinn; Angela D. Ramsey; G. Timothy Wilkerson all of the city of Charlotte, state of NC each individually if there be more than one named, its true and lawful attorney-in-fact, with full power and authority hereby conferred to sign, execute and acknowledge the above-referenced surety bond.

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 10th day of October, 2019.

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



By: David M. Carey

David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 10th day of October, 2019, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Teresa Pastella, Notary Public
Upper Merion Twp., Montgomery County
My Commission Expires March 28, 2021
Member, Pennsylvania Association of Notaries

By: Teresa Pastella

Teresa Pastella, Notary Public

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

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

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

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

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

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

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

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company do hereby certify that this 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 31st day of July, 2020



By: Renee C. Llewellyn

Renee C. Llewellyn, Assistant Secretary

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

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00am and 4:30pm EST on any business day.



August 20, 2020

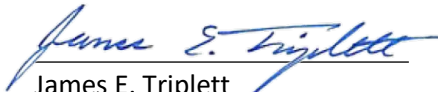
Mr. Nick Pizzuti
Office of Professional Services Contracting
South Carolina Department of Transportation
955 Park Street, Room 128
Columbia, South Carolina 29201


RE: Interstate 77 Panther Interchange Design-Build Project (Project ID P038652) in York County
Statement of Qualifications for United-Blythe Panthers JV
Paragraph 3.6.3 Organizational Agreements
Liability for Performance Under Contract

Dear Mr. Pizzuti:

United Infrastructure Group, Inc. and Blythe Development Company, Members of the joint venture United-Blythe Panthers JV, who are submitting a Statement of Qualifications for the above referenced project, hereby agree to be held liable for the performance of the joint venture under the contract.

Respectfully,


James E. Triplett
CEO & President
United Infrastructure Group, Inc.


Luther J. Blythe, Jr
Vice President of Operations
Blythe Development Company

JOINT VENTURE TEAMING AGREEMENT

This Teaming Agreement (Agreement) is entered into this 6th day of December, 2019 by and between United Infrastructure Group, Inc., with offices at 3800 Arco Corporate Drive, Suite 200, Charlotte, NC 28273 (hereinafter "Team Leader"), and Blythe Development Company, with offices at 1415 E. Westinghouse Blvd, Charlotte, NC 28273 (hereinafter "Team Member"), individually referred to as "Party" and collectively referred to as the "Parties" or the "Team".

The Parties agree to the following facts:

- a) South Carolina Department of Transportation (the "Owner") is currently considering a solicitation for a new interchange with I-77 for the Panthers Practice Facility between Dave Lyle Blvd and Cherry Road in York County (the "Project") and it is understood that the Project will be procured by the Owner.
- b) After carefully considering their unique skills and capabilities with respect to the pursuit of such projects, the Parties believe that a team effort will enhance the likelihood of their mutual success in obtaining a contract from the Owner (the "Contract") and performing the work included in the Project.
- c) The Parties agree to act in cooperation with each other to jointly pursue the Project and, if awarded a Contract by the Owner, to create a joint venture ("Joint Venture") for performance of the Project under the Contract.

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

ARTICLE 1: PROPOSAL EFFORT

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

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

ARTICLE 2: AGREEMENT NEGOTIATION

The Parties agree to negotiate in good faith to reach agreement on terms based upon Team Leader's standard joint venture agreement with all Project bonds to be provided by the Parties in proportion to their respective joint venture interests prior to submitting a proposal to the Owner.

ARTICLE 3: EXCLUSIVE DEALING AND CONFLICTS OF INTEREST

The Parties agree to collaborate with each other on an exclusive basis with respect to the Project and not to submit directly or indirectly any other tender or proposal relating to the Project independently or in collaboration with a third party for the duration of the Term of this Agreement in accordance with Article 9 of this Agreement. No Party shall solicit for employment the employees of the other Parties who are or have been working on the Project in a material way during the Agreement Term and for a period of one year thereafter.

ARTICLE 4: COSTS AND EXPENSES

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

ARTICLE 5: AGREEMENT LIMITATIONS

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

ARTICLE 6: CONFIDENTIALITY

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

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

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

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

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

ARTICLE 7: INTELLECTUAL PROPERTY

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

Each Party acknowledges that:

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

ARTICLE 8: LIMITATION OF LIABILITY

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

ARTICLE 9: AGREEMENT TERM

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

of the Project to another team; (c) Team Leader and Team Member enter into a joint venture agreement; (d) the Parties are unable to agree upon joint venture agreement terms within a reasonable period of time as outlined in Article 2; (e) notice from Owner that a Party is unacceptable; (f) a Party's filing or failing to discharge an involuntary petition in bankruptcy or reorganization, making a general assignment to creditors, or becoming insolvent; (g) acquisition by or merger with an entity having a conflict of interest with the Team's pursuit or prosecution of the Project; (h) mutual agreement of the Parties; (i) elapse on June 30, 2018; or (k) either Party reasonably determines not to pursue the Project based on a significant Project matter such as: the Project financing, the procurement process, or the terms of the Contract and/or proposal are unacceptable. If termination occurs for any of the reasons set forth above in (a), (b), (c), (d), (h), (i) or (k), neither Party may compete for the Project or otherwise participate in the Project unless otherwise agreed in writing by the other Party.

ARTICLE 10: DISPUTE RESOLUTION

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

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

ARTICLE 11: MISCELLANEOUS

The Parties agree that:

- a) James E. Triplett and Luther J. Blythe, Jr. have the authority to execute the Contract on behalf of the Joint Venture;
- b) The Joint Venture has the financial capacity and resources necessary to complete the Project as proposed in the RFQ; and
- c) The Joint Venture will be jointly and severally responsible for the Contract obligations and fully liable for performance of the Project under the Contract.

This Agreement constitutes the entire agreement between the Parties and supersedes any previous oral or written understandings, commitments, or agreements. No changes may be made in this Agreement without the written agreement of duly authorized representatives of each of the Parties.

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

The agreement of each of the Parties to work together on this Project includes each of their subsidiaries, related or affiliated entities. Subject to the terms of this Agreement, the Parties shall work exclusively together until the receipt of a notice from the Owner that the Statement of Qualifications or Proposal is not successful, or upon mutual agreement in writing between the Parties to waive the exclusivity provisions of this Agreement.

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

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

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

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

This Agreement is not assignable by any Party.

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

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

Team Leader:

United Infrastructure Group, Inc.

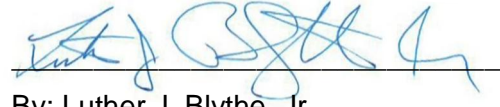


By: James E. Triplett

Title: CEO & President

Team Member:

Blythe Development Company



By: Luther J. Blythe, Jr.

Title: VP of Operations

APPENDIX E: ORGANIZATIONAL CONFLICT 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

8/20/2020

Date

James E. Triplett

Print Name

United-Blythe Panthers JV

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 PROPRIETY INFORMATION



APPENDIX F: CONFIDENTIAL OR PROPRIETY INFORMATION

The UBPIJV team has not submitted any confidential or proprietary information as part of this statement of qualifications.

APPENDIX G: ADDENDUM RECEIPT FORMS

NOTICE OF RECEIPT
Interstate 77 Panther Interchange
Design-Build – Project ID P038652
York County

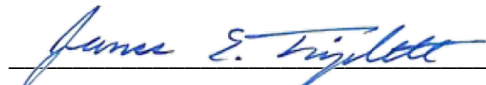
Addendum 1

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

8/20/2020

Date

James E. Triplett

Printed Name

For: United-Blythe Panthers JV
Design-Build Team Name



APPENDIX H: REFERENCE FORMS



South Carolina
Department of Transportation

Team Members' Prior Working Relationship Table References

Email	First Name	Last Name	Company Name	Project Name	Team
reynoldsbs@scdot.org	Brad	Reynolds	SCDOT	I-26 Reconstruction (MM 85-101)	AWC/United/KCI
bishopka@scdot.org	Kimberly	Bishop	SCDOT	I-85 over Rocky Creek	United/KCI
turnermk@scdot.org	Kevin	Turner	SCDOT	Volvo Interchange/I-26 Widening	Conti/United/Banks/KCI
redfearnwt@scdot.org	Tyke	Redfearn	SCDOT	I-77 Widening/Rehabilitation	AWC/United/KCI
parrissl@scdot.org	Shane	Parris	SCDOT	Package E Bridge Replacements	United/KCI
parrissl@scdot.org	Shane	Parris	SCDOT	SC 150 Emergency Bridge	United/KCI
dickinsorc@scdot.org	Robert	Dickinson	SCDOT	I-520 Palmetto Parkway Phase II	United/KCI
hallca@scdot.org	Christy	Hall	SCDOT	I-85 GSP/BMW Interchange	United/KCI
dickinsorc@scdot.org	Robert	Dickinson	SCDOT	I-520 Palmetto Parkway Phase I	United/KCI
frank.carson@berkeleycountysc.gov	Frank	Carson	Berkeley County	Nexton Parkway/I-26 Widening	United/Banks
sthigpen@charlestoncounty.org	Steve	Thigpen	Charleston County	Johnnie Dodds Blvd.	United/Banks/KCI
lcfine@ncdot.gov	Chris	Fine	NCDOT	Concord Mills Flyover Entrance	Blythe/KCI
jssmith@ncdot.gov	Jeb	Smith	NCDOT	US 29 Speedway Bridges	Blythe/KCI
rdrochelle@ncdot.gov	Roger	Rochelle	NCDOT	I-77 HOT Lanes	United/Blythe/KCI
jrlawrence@ncdot.gov	Jody	Lawrence	NCDOT	I-26 & Brevard Road	Blythe/KCI
rwbaucom@ncdot.gov	Rick	Baucom	NCDOT/NCTA	Monroe Bypass	United/KCI
jmguy@ncdot.gov	Jeremy	Guy	NCDOT	Macy Grove Road	Blythe/KCI
kenyon.warbritton@modot.gov	Ken	Warbritton	MODOT	MODOT Safe & Sound 554 Bridges	United/Kiewit/Taylor JV/KCI

Work History Form References

Email	First Name	Last Name	Company Name	Project Name	Team
heapebw@scdot.org	Brian	Heape	SCDOT	Emergency Bridge Package 2018-1	United
turnermk@scdot.org	Kevin	Turner	SCDOT	Volvo Interchange/I-26 Widening	Conti/United/Banks/KCI
ehunter@ncdot.gov	Nat	Hunter	NCDOT	I-77 HOT Lanes	United/Blythe/KCI
mattoxjh@scdot.org	Jae	Mattox	SCDOT	I-26 Port Access Road Improvements	Fluor-Lane Joint Venture/KCI
mshumsky@ncdot.gov	Michael	Shumsky	NCDOT	R-2247CD & EC Winston-Salem Interchanges	Blythe Construction/KCI
rwbaucom@ncdot.gov	Rick	Baucom	NCDOT/NCTA	Monroe Bypass	United/KCI
parrissl@scdot.org	Shane	Parris	SCDOT	Package E Bridge Replacements	United/KCI
redfearnwt@scdot.org	Tyke	Redfearn	SCDOT	Emergency Bridge Package 4	United
postonje@scdot.org	James	Poston	SCDOT	SC Hwy 378 over Lynches River	United





South Carolina
Department of Transportation

Key Individual References

Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
lsylvester@ncdot.gov	Lamar	Sylvester	David Grey	I-85/I-485 Turbine Interchange	Design-Build Project Manager	Lane
lsylvester@ncdot.gov	Lamar	Sylvester	David Grey	I-85 Yadkin River Bridge	District Manager	Lane
lsylvester@ncdot.gov	Lamar	Sylvester	David Grey	I-77 Design-Build Widening	Design-Build Project Manager	Rea
parrissl@scdot.org	Shane	Parris	Lindy Hallman	Package E Bridge Replacements	Assistant Project Manager	United
redfearnwt@scdot.org	Tyke	Redfearn	Lindy Hallman	Emergency Bridge Replacement Package 4	Project Manager	United
Shealymj@scdot.org	Matthew	Shealy	Lindy Hallman	US 176 over Cannons Creek Emergency Bridge Replacement	Project Manager	United
bosticta@scdot.org	Thomas "AJ"	Bostic	Lindy Hallman	Emergency Bridge Package 2018-1	Project Manager	United
reynoldsbs@scdot.org	Brad	Reynolds	Lindy Hallman	Emergency Bridge Package 2018-2B	Project Manager	United
colvinld@scdot.org	Leland	Colvin	Shawn Davis	US 17 Ace Basin Parkway	Design Manager/EOR/Roadway & MOT Lead	Davis & Floyd
colvinld@scdot.org	Leland	Colvin	Shawn Davis	Conway Bypass (SC-22)	Design Manager/Roadway Design Lead/EOR	Davis & Floyd
lacycr@scdot.org	Chris	Lacy	Shawn Davis	US 76/378 Bridge Replacement over Mill Creek	Project Manager/Roadway Design Lead/EOR	Atkins
lbshaver@ncdot.gov	Larry	Shaver	Tim Marsh	Business I-40 Design-Build Forsyth	Construction Manager	Blythe Development
kseitz@ncdot.gov	P. Kelly	Seitz	Tim Marsh	I-85 Design-Build Rowan	Project Manager	Blythe Construction
baucom@ncdot.gov	Rick	Baucom	Tim Marsh	I-85 Design Build Mecklenburg	Project Manager	Blythe Construction
dickinsorc@scdot.org	Robert	Dickinson	Robert Atkinson	I-520 Palmetto Parkway, Phase I and II	Quality Control Manager	United/KCI
hallca@scdot.org	Christy	Hall	Robert Atkinson	I-85 Access Improvements BMW/GSP Interchange	Quality Control Manager	United/KCI
patricktm@scdot.org	Travis	Patrick	Robert Atkinson	US 701 Great Pee Dee River Bridge Replacement	Project Manager	KCI
parrissl@scdot.org	Shane	Parris	Robert Atkinson	District 4 Bridge Replacements	Quality Control Manager	United/KCI
lcarpenter@ncdot.gov	Larry	Carpenter	Robert Atkinson	I-40/I-77 Interchange	CEI Manager	KCI

