



**HOLT**  
CONSULTING COMPANY, LLC.



S-20 over Hogfork Branch  
Fairfield County



S-130 over Clay Creek  
Chesterfield County



S-1086 over Beaverdam Creek  
York County



S-296 over Blackwell Mill Stream  
Chesterfield County



S-998 over Wildcat Creek  
York County



S-531 over Mangum Branch  
Chesterfield County



S-292 over Bear Creek  
Lancaster County

# BRIDGE PACKAGE 20

Design-Build Project  
Contract ID 5462320

Chesterfield, Fairfield, Lancaster and York Counties  
July 27, 2023

**This document includes several links for ease of reference. Referenced text is noted as "TEXT" with links to various items in the proposal document.**

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**Bookmarks are also set on the left side of the PDF document for your convenience.**





## 3.2 INTRODUCTION

**Contracting Entity** | E.S. Wagner Company, LLC (ESW) will be the lead Contracting Entity responsible for the successful delivery of this Design-Build (DB) Bridge Package 20. ESW is a family-owned business that was founded in 1947 and has built bridges in SC & NC since 2002. Their staff is highly capable, well-trained, and motivated with over 150 full-time employees and approximately 200 seasonal employees. Over 40% of the company's key staff have over fifteen (15) years of tenure with ESW, and senior managers average thirty-five (35) years of industry experience, which is a testament to ESW's success and their business model. ESW has successfully completed a wide range of DB and DBB projects for government entities such as SCDOT, NCDOT, and other municipalities and are prequalified in 11 states. ESW's construction capabilities encompass a wide range of services. They have multiple structure and roadway crews with the capability to complete numerous bridge and roadway jobs, simultaneously. The company has expertise and experience including, but not limited to, bridge and roadway construction, erosion control, deep foundation systems (piles, shafts), steel erection, concrete paving, retaining walls and environmental remediation. ESW has enlisted the design proficiency, knowledge, and resources of Holt Consulting Company, LLC. (Holt). As Lead Designer, Holt will serve as the prime consulting firm responsible for the overall design. Holt will be supported by trusted local subconsultants that specialize in various disciplines including geotechnical design and hydraulic design, utility coordination, SUE, right-of-way, and environmental permitting.

### Contracting Entity:

**E.S. Wagner Company, LLC**



### Contract / Managing Office and Lead Contractor:

**Samuel Thomas "Tom" Watson, PE**

1515 Shopton Road, Suite 103  
Charlotte, NC 28217  
864.884.0400 | mobile  
twatson@eswagner.com

### Lead Designer:

**Daniel Mitchell Atkinson, PE**

2801 Devine Street, Suite 201  
Columbia, SC 29205  
803.908.9605 | mobile  
803.771.HOLT (4658) | office  
datkinson@holtconsultingco.com

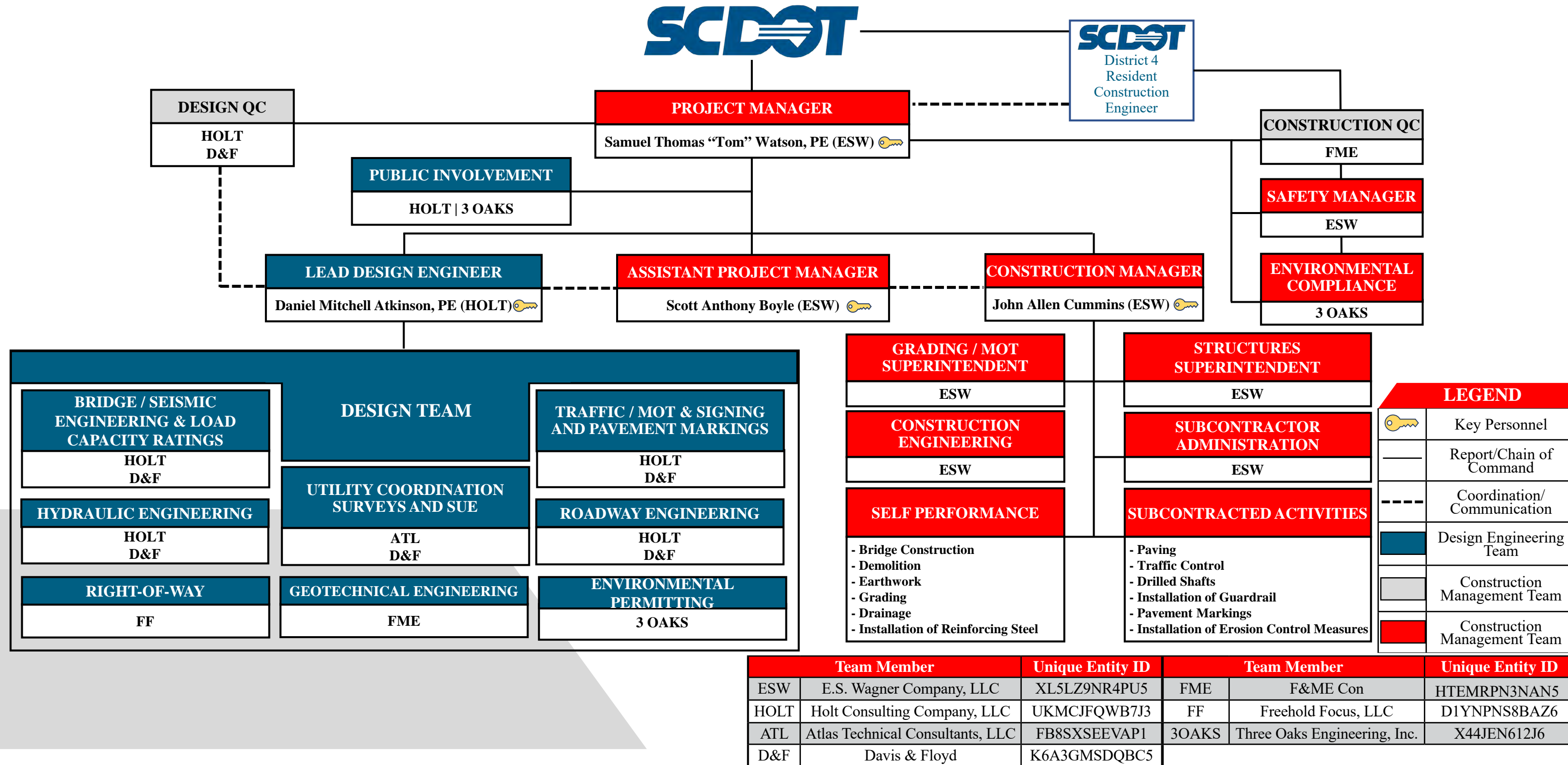


**3.2.5 COMMITMENT OF KEY INDIVIDUALS** | ESW and Holt commit Tom Watson, Scott Boyle, John Cummins, and Daniel Atkinson (key individuals) to the project to the extent necessary to meet SCDOT's expectations. Our key individuals are fully committed to this project, driven to meet and exceed SCDOT's quality and schedule expectations, and are available for the duration of the project. Our Team is also committed to providing all resources and personnel required to successfully deliver this important project for SCDOT.

## 3.3 TEAM STRUCTURE AND PROJECT EXECUTION

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

Tom Watson and Daniel Atkinson both have the authority to make decisions on behalf of their respective companies for this project. This arrangement allows design and construction decisions to be made immediately and with full support of both companies. Tom will lead the overall project and will contract with SCDOT while Scott Boyle will be the day-to-day contact after award. Daniel will lead the design and permitting, and construction engineering services. John Cummins will lead the construction effort.



**Team Structure** | What helps set our Team apart from others is both our Project Manager and Lead Designer are Professional Engineers. This will provide SCDOT with highly educated, experienced, and critical thinking key personnel who will be crucial to successfully delivering the project. Tom, John, and Daniel also have recent SCDOT design-build (DB) experience as they are all currently working together on Bridge Package 15, in the same roles which includes replacement of four (4) bridges with two (2) of them located in the same counties as Package 20 (Chesterfield and Lancaster). ESW's Project Manager (PM), **Tom Watson, PE** will be the primary person responsible for, and in charge of, delivery of the project in accordance with RFQ/RFP requirements. He will also be SCDOT's primary contact for contractual communications. He will attend and lead weekly status meetings during the design and construction phases to engage all parties. He has authority in all design and construction matters and he will be available at the request of SCDOT. Tom is an executive level manager at ESW and has the authority to make immediate decisions for the Team. He also has DB bridge bundle experience with costs exceeding \$50 million.

Supporting Tom and serving in the role of Assistant Project Manager (APM) is **Scott Boyle**. He will be dedicated solely to assisting in management of the project, with no other assigned project responsibilities, and will be available to be on-site during all construction activities. Scott will also attend weekly status meetings during the design and construction phases and will be available at the request of SCDOT. After award, he will be the daily contact for communications with SCDOT; however, the PM will remain the primary/overall project contact. Construction Manager (CM) **John Cummins** will manage construction activities and will be the primary contact for the SCDOT 4 Resident Construction Engineer. He will be responsible for daily planning and management of construction activities with project superintendents, management of individual job sites, and will attend weekly progress meetings. John will confirm that a construction superintendent is on-site during all construction activities for each bridge site. He has managed multiple bridge sites, including DB, such as the SC 85 bridges in Greenville and Shelby Bypass.

The Lead Design Engineer **Daniel Atkinson, PE** will report directly to Tom and be the primary point of contact for design, plan development, and permitting. In addition to daily coordination with Tom, he will coordinate with SCDOT for design reviews, project documentation; attend all routine meetings in person, and be available as needed by SCDOT. Daniel has completed multiple DB Low Volume (LV) projects such as Emergency Bridge Packages 2018-2A and **2020-1** and is Lead Designer for three (3) LV Bid Build bridges in final construction plan development for SCDOT as well as the above mentioned Bridge Package 15.



## Team Integration and Relationships | The development of a cohesive group is critical for the success of our project Team. Our PM, Tom Watson,

PE, will lead the Team to function as one fully integrated, collaborative unit from announcement of the shortlisted firms to substantial project completion. We will incorporate knowledge from ongoing projects such as Bridge Package 15, and other previous successful projects as shown in Table 2, in order to maintain constant communication between the design and construction disciplines in order to minimize risks and potential issues. To help foster Team cohesion, our Team was established based on significant successful teaming relationships between all Team Members, which is further highlighted in Table 2. We will leverage the expertise of these interpersonal and successful teaming relationships to improve the value provided to SCDOT. **Figure 1** (right) shows our Team’s responsibilities and effective communication methods including the responsibilities of key individuals within the Team Leadership, and the methods utilized to coordinate activities and responsibilities of the Team.

**Table 1** (below) highlights our Team’s integrated delivery process, organizational coordination, or a combination of the design and construction disciplines in support of achieving project goals.

**Table 1: Cohesive Team Strategies**

PM will have overall decision-making and contractual control. This will free up the APM to perform day to day activities and lead the daily coordination efforts.
Decisions will be made early, to ensure incorporation into project timeline. Specific attention will be given to risk factors and specialty items of concern.
The DB Team will hold weekly internal project status meetings from design through construction to include subcontractors, stakeholders and SCDOT (as necessary). These weekly/monthly meetings will help promote collaboration and synergy, planning, constructability, and scheduling to effectively design and construct the project.
The PM and Lead Design Engineer will be in constant contact through proposal development in order to eliminate risk, develop project schedules, and develop the preferred alternative for construction.
Once a successful low bid has been determined, our Team will meet with SCDOT to discuss any potential areas of concern regarding the submitted RFP plans.
A pre-construction meeting will be held with SCDOT upon notification of award and signing of the contract.
Once a set of plans is under review by SCDOT, the design team will begin developing the next set of plans to submit to SCDOT for review and comment. This concurrent design and construction approach will expedite reviews and allow the simpler bridge sites with less risks to be constructed in the front end.
Technology – Holt has utilized Bluebeam on various DB projects. We will also use Microsoft SharePoint to create a project file and Microsoft Teams to hold DB Team meetings.
Holt and D&F will perform independent (third party) reviews on each other's plan submittal following PCDM-22 and update QA/QC checklists provided under SCDOT’s “Design Quality” page.

ESW and Holt are providing a Team with current working experience and relationships. Proof of this lies in the award of Bridge Package 15 to the ESW-Holt Team and the shortlist, but unsuccessful bid, of the same team on Bridge Package 16. Both ESW and Holt have completed multiple DB and Design Bid Build (DBB) projects as well as various bridge replacements for NCDOT and SCDOT which is a testament to their knowledge of this



region of the state. Both ESW and Holt have **never** been late on a project deadline or plan submittal with all projects being completed on time and within budget. While completing the **P029127 Mount Lebanon Bridge Replacements** ESW experienced significant scope increases including the addition of an emergency project, yet they still delivered the project on budget and before the project deadline.

**Table 2. Previous Teaming Relationships**

Project Name and Description	ESW	Holt	FME	D&F	ATL	FF	3Oaks	Contact
<b>Bridge Package 15   2022 – Current</b> ESW – Lead Contractor, Holt Lead Designer, ATL – Utility Coordination, FME – Construction Testing, 3 Oaks – Environmental DB Bridge Replacement of 4 secondary route structures in Districts 2 and 4	✓	✓	✓		✓		✓	Michael Pitts, SCDOT PM PittsME@SCDOT.org 803.737.2566
<b>Bridge Package 16 Pursuit (unsuccessful)   2023</b> ESW – Lead Contractor, Holt Lead Designer DB Bridge Replacement of 5 primary route structures in Pickens County	✓	✓						Michael Pitts, SCDOT PM PittsME@SCDOT.org 803.737.2566
<b>2020-1 Emergency Bridge Replacement Project   2020 – 2021</b> Holt - Lead Roadway, FME – Geotech, 3 Oaks – Environmental DB Bridge Replacement of 2 LV structures in Anderson and York Counties		✓	✓				✓	Michael Pitts, SCDOT PM PittsME@SCDOT.org 803.737.2566
<b>SC 72 Bridge Replacement Project   2019 – Current</b> Holt – Lead Designer, FME – Geotech, 3Oaks – NEPA & Environmental Bridge Replacement of SC 72 over CSX Railroad in Whitmire		✓	✓				✓	Tyke Redfearn, SCDOT PM RedfearnWT@SCDOT.org 803.737.1430
<b>Richland County Public Works and Penny On-Call   2015 - Current</b> Holt –Lead Design, D&F –Program Manager, FME –Geotech, 3Oaks –Env't. Permitting Various projects ranging from greenways to roadway widenings with bridges		✓	✓	✓			✓	Stephen Staley Former Richland County PM Stephen.Staley@kershaw.sc.gov
<b>S-285 (Airport Road) Bridge Replacement over Rocky Creek</b> D&F: Project Lead, 3Oaks: Environmental Permitting, FME: Geotechnical DBB Bridge Replacement of secondar route structure in Greenwood, SC				✓			✓	Clint Scoville, SCDOT PM ScovilleHC@scdot.org 803.737.2085
<b>US 378 (Sunset Boulevard) Bridge Replacement over Twelve Mile Creek</b> D&F: Project Lead, 3Oaks: Environmental Permitting, FME: Geotechnical DBB Bridge Replacement of primary route structure in Lexington, South Carolina			✓	✓			✓	Joey McIntyre, SCDOT PM McIntyre@scdot.org 803.737.1842
<b>SC 85 RBO S-995 &amp; NSRR &amp; SC 85 NB RBO Lawson Fork Creek   2021 – Present</b> ESW – Lead Contractor, FME – PDA Testing, CSL Testing, Drilled Shaft Load Test Observation, Geotechnical Exploration and Materials Testing DBB Bridge Replacements of 3 primary route structures in Spartanburg, SC	✓		✓					Doug McClure, SCDOT Bridge Construction Engineer McClureDE@scdot.org   803.737.1490
<b>SR 1550 Replace Bridge 200 over Bear Swamp   2023</b> ESW – Prime Contractor, FME – PDA Testing, Asbestos Assessments DBB Bridge Replacements of 3 primary route structures in Robeson County, NC	✓		✓					Michael Parker, NCDOT Resident Engineer   jmparkerjr@ncdot.gov 910-702.6090
<b>Dorchester County Design Build Bridge Bundle   2023</b> Holt- Lead Designer, FME- PDA Testing, FF -ROW Acquisition Replacement of 4 LV Bridges in Dorchester County, SC		✓	✓			✓		Larry Bates, Republic Contracting Corporation   lbates@republiccontracting.com 803.783.4920 ext. 134

Table 2 above highlights several successful projects with various teaming partners (all project types shown).



**Table 3** below showcases projects of similar nature which demonstrate our Team's ability to manage, design, and construct these bridges.

**Table 3. Experience of Proposer's Team**

As individual firms, ESW and Holt bring SCDOT extensive experience designing and constructing similar bridge replacement projects utilizing cored slabs, box beams and Low Volume Design Criteria.			Delivery Method	No. of Bridges	Low Volume Bridge Criteria	Bridge over Water	Cored Slab or Box Beam	On Schedule	On Budget	Multiple Crews	Demolition	Detour Routes	Project. Mgmt.	Design Mgmt.	Roadway	Structures	Geotechnical	Drainage and Sediment /EC	Traffic Control	Right-of-Way	Utility Coordination	Environ. Permits	Public Involvement	District 4 Geographic
PROJECT		FEATURES																						
E.S. Wagner	S-278/S-75 over Middle Tyger River & Tributary, Spartanburg & Greenville Co.	Bridge Replacements DBB	DBB	2		✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	
	S-92 Emergency Bridge Replacement over Beaverdam Creek, Greenville Co.	Emergency Bridge Replacements EDB	EDB	1		✓	✓	✓	✓		✓	✓	✓		✓	✓	✓				✓	✓	✓	
	Landfill Expansion Bridge Horry Co.	Top-Down New Bridge DBB	DBB	1		✓	✓	✓	✓	✓			✓			✓	✓					✓	✓	
	NCDOT Express Design Build Div. 6 Year 2-7, Robeson/Columbus Co.	5 DB Bridge Replacement Pkg. DB	DB	33	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓		
	Bridge Package 15, Chesterfield, Lancaster, Anderson, and Chester Cos.	LV Emergency Bridge Replacement DB	DB	4		✓	✓	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Holt	2018-2A Emergency Bridge Replacements, Marlboro & Dillon Cos.	LV Emergency Bridge Replacements EDB	EDB	3	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓			
	2020-1 Emergency Bridge Replacements, Anderson, and York Cos.	LV Emergency Bridge Replacements EDB	EDB	2	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓			✓
	S-195 over Camp Creek Lancaster Co.	LV Bridge Replacement DBB	DBB	1	✓	✓	✓	*	✓	✓		✓	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	S-258 over Thorntree Creek Fairfield Co.	LV Bridge Replacements DBB	DBB	1	✓	✓	✓	*	✓	✓		✓	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Bridge Package 15, Chesterfield, Lancaster, Anderson, and Chester Cos.	LV Emergency Bridge Replacement DB	DB	4		✓	✓	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

\* Final Construction Plan Development Ongoing or Completed

### 3.3.2 PROJECT RESOURCES, STRATEGIES, AND EXECUTION

| Our team is committed to providing SCDOT with a thorough, well-planned approach. Our preliminary design and construction approach along with potential challenges to be considered at each site are represented in the tables on the following pages. ESW's geographical location along with nearby office/yard locations, and additional bridge and grading crews will allow the Team flexibility in developing the project schedule and allow responsiveness if unforeseen challenges arise. If schedule demands arise, additional resources may be used to begin construction simultaneously at additional bridge sites.



## Design and Construction Approach

S-296 over Blackwell Mill Stream	Utilize SCDOT LV Design Criteria.
	The existing powerline will be relocated or dropped and backfed prior to any bridge work. The attached communication line is to be relocated.
	Bridge will be superelevated, and the structure may have to be wider to accommodate required minimum shoulders. Superelevation development will be used to tie into the existing horizontal curves superelevation.
	Site is in the low point of a vertical curve. New profile will be developed to ensure new low point is located at least 51.25' off bridge end.
	Bridge length to meet hydraulic requirements as well as top of bank setback requirements as set forth in LV criteria.
	Single span bridge the creek to avoid stream impacts.
	Minimize impacts by utilizing compressed shoulder guardrail with steeper slopes.
	The relocated waterline's costs can be covered by SCDOT Act 36 and/or utility owner shared.
	Review if it would be possible to lower the low chord of the conceptual bridge so that the vertical profile is closer to the existing.

S-130 over Clay Creek	Utilize SCDOT LV Design Criteria.
	Work closely with property owner #2 to maintain access to property during construction, and to ensure PO has input on new driveway location.
	Significant tree clearing required for project. Discuss with environmental and SCDOT to determine if early clearing and grubbing is necessary to reduce potential disturbances to endangered bat habitats.
	No apparent utility impacts. However, an existing telephone pedestal was noted for Tract 3 and will be investigated further.
	Develop the proposed roadway and drainage design to minimize wetlands and potential jurisdictional stream impacts in 3 out of 4 bridge quadrants.
	Work closely with ALL property owners to ensure during construction, fence impacts are minimized which prevent issues with cattle.
	The site appears to be hydraulically controlled. The future bridge length will meet hydraulic requirements as well as top of bank setback requirements as set forth in LV criteria.

S-998 over Wildcat Creek	LV design criteria is NOT applicable for site.
	Bridge will be superelevated and superelevation development will be used to tie into the existing horizontal curves superelevation.
	Work closely with property owners #2, #5, #6 to maintain access to properties during construction, and ensure PO have input on new driveway location.
	Site is in the low point of a vertical curve. New profile will be developed to ensure new low point is located at least 51.25' off bridge end.
	Existing power lines on both sides of bridge will need to be relocated prior to construction. Review location of the existing gas line downstream to determine if relocation is also necessary.
	Discuss potential sanitary sewer impacts and mitigating efforts with individuals at Wildcat Creek Station (Parcel #6).
	Minimize impacts to the existing graveyard, Nazareth Baptist Church (Tract 4) by utilizing compressed shoulder guardrail with steeper slopes.
	Perform a Phase II analysis to determine whether impacts from Parcel #3 (ThermalKEM Site) have leached into surrounding soils.

S-531 over Mangum Branch	Utilize SCDOT LV Design Criteria.
	Single span bridge over the creek to avoid stream impacts.
	Bridge length to meet hydraulic requirements as well as top of bank setback requirements as set forth in LV criteria.
	Site is in the low point of a vertical curve. New profile will be developed to ensure new low point is located at least 35.625' off bridge end (TL2 guard-rail)
	Work closely with property owner #2 to maintain access to property during construction, and to ensure PO has input on new driveway location.
	The existing powerline running directly over the bridge will be relocated or dropped and backfed prior to any bridge work.
	Significant tree clearing required for project. Discuss with environmental and SCDOT to determine if early clearing and grubbing is necessary to reduce potential disturbances to endangered bat habitats.
	Review if it would be possible to lower the low chord of the conceptual bridge so that the vertical profile is closer to the existing.

Tables continued on following page

S-1086 over Beaverdam Creek	LV design criteria is NOT applicable for site.
	Work closely with property owners #4 and #5 (same owner) to maintain access to property during construction, and to ensure PO has input on new driveway location.
	Site is in the low point of a vertical curve. New profile will be developed to ensure new low point is located at least 35.625' off bridge end (TL2 guard-rail)
	Existing powerlines on downstream side will need to be shielded or dropped and backfed during construction. Existing fiberoptic line under bridge will need to be relocated outside of bridge footprint.
	Bridge and hydraulics will be designed to follow Hydraulic Design Bulletin 2019-4 which dictates 10' setback requirements.
	Single span bridge over the creek to avoid stream impacts.

S-292 over Bear Creek	LV design criteria is NOT applicable for site.
	Existing powerlines on upstream side will need to be shielded or dropped and backfed during construction. Existing fiberoptic line under bridge will need to be relocated outside of bridge footprint.
	Re-design bridge span configuration to remove bents and provide more economical bridge layout.
	The site appears to be hydraulically controlled. The future bridge length will meet hydraulic requirements as well as top of bank setback requirements to provide 10' offset from top of bank.
	Bridge and hydraulics will be designed to follow Hydraulic Design Bulletin 2019-4.
	Review whether or not the roadway profile from the conceptual plan layout from +0.5% to -0.5% over the bridge which will allow for a reduction in roadway approach work.

S-20 over Hogfork Branch	Utilize SCDOT LV Design criteria
	Will need to relocate existing Truvista and Chesterfield Phone cables on both sides of the road.
	Bridge length to meet hydraulic requirements as well as top of bank setback requirements as set forth in LV criteria.
	Single span bridge over the creek to avoid stream impacts.
	Revise roadway profile to tie into existing ground shortly after shoulder tapers for guardrail in order to minimize approach work.
	Develop the design to avoid impacting the jurisdictional ditch in the south-east quadrant.
	Significant tree clearing required for project. Discuss with environmental and SCDOT to determine if early clearing and grubbing is necessary to reduce potential disturbances to endangered bat habitats.

## Project Resources and Implementation to Execute the Contract

ESW has the financial, equipment, personnel, and technological resources on-hand and available to meet the needs of this project. As illustrated in [Table 4](#), on the following page, our Team has extensive resources and equipment to be used for this project.

**Ideal Geographic Location of the Firms** | As a local contractor, ESW has maintained a long-term presence in the Midlands and District 4. ESW will manage the project from their Charlotte office, utilizing their other office locations in Hallsboro, NC and Piedmont, SC as necessary. ESW currently has 5 bridge and grading crews located near District 4 with at least 2 crews ready to mobilize and begin construction upon NTP. Holt will manage the design from their Columbia and Greenville offices, supported by Davis and Floyd, which will provide immediate access and response to SCDOT. The map below shows the bridge sites are located between all office locations allowing us to allocate resources at moment's notice. Our Team's office proximity will allow us to integrate seamlessly, communicate, and resolve challenges as a team and with SCDOT through in-person or virtual meetings at any of our SC offices, SCDOT headquarters, District offices, or bridge site with same-day notice.

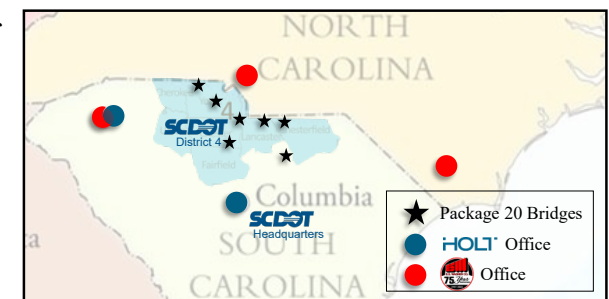




Table 4. Capacity, Resources, Implementation Strategies and Assignments

E.S. Wagner			Holt
Capacity & Resources	<ul style="list-style-type: none"> <li>Over <b>150 full-time employees</b>, approx. <b>200 seasonal employees</b></li> <li>ESW's backlog is currently \$142 million with a total bonding capacity of \$500 million</li> <li>Minimum of 2 structures crews and 1 grading crew will be committed to this project.</li> <li>Staff Resources: <b>15 Carpenters, 8 Laborers, 8 Bridge Supt/Foreman, 6 Crane Operators, 56 Operators General, 5 Drivers, 7 Mechanics</b></li> <li>Equipment Resources: <b>13 Cranes (35-200 TN), 25 Excavators, 26 Dozers, 6 Vibratory/Impact Hammers, 28 Loaders, 56 Off-Road Haul Units, 25 On-Road Haul Units</b></li> </ul>		<ul style="list-style-type: none"> <li>Holt has <b>20 SC</b> staff members, supported by <b>10</b> additional GA staff</li> <li>Holt team combines small and local firms (Holt, Freehold Focus, Davis &amp; Floyd, F&amp;ME, and 3Oaks) and national firm Atlas to provide SCDOT with a trusted and fully capable partner</li> <li>Staff Resources available in the Carolinas for Package 20:               <ul style="list-style-type: none"> <li><b>Roadway Engineers</b> — D&amp;F: <b>10</b>, Holt: <b>8</b></li> <li><b>Structural Engineers</b> — D&amp;F: <b>8</b>, Holt: <b>2</b></li> <li><b>Hydraulic Engineers</b> — D&amp;F: <b>8</b>, Holt: <b>2</b></li> <li><b>Geotechnical Engineers</b> — FME: <b>11</b></li> <li><b>Environmental Scientists</b> — 3Oaks: <b>19</b></li> <li><b>Row Agents</b> — FF: <b>3</b></li> </ul> </li> </ul>
Strategies to Implement Resources	<ul style="list-style-type: none"> <li>Experienced PM, APM, and Construction manager</li> <li><b>6 structures crews</b> and <b>12 grading/drainage crews</b> and associated equipment in the Carolinas</li> <li>ESW will allocate additional resources from other office locations as necessary to ensure any unforeseen schedule impacts are recovered, so the project is completed on time to meet SCDOT and public expectations.</li> <li>Will self perform all primary elements of work.</li> </ul>		<ul style="list-style-type: none"> <li>Members of our staff have completed their design roles on two (2) prior SCDOT DB projects utilizing LV bridge replacement standards, and are immediately available to apply valuable lessons learned to this project.</li> <li>Experienced Lead Design Engineer with previous working relationships with each team member.</li> <li>Understands the SCDOT design submittal/review process, policies, and procedures.</li> <li>Staffing resources to commit multiple design teams to meet and accelerate the design schedule, as needed.</li> <li>Will incorporate experience and knowledge gained from the Lead Design Engineers for Bridge Package 14 (D&amp;F) and Bridge Package 15 (Holt).</li> </ul>
Team Assignments	Self-Perform:	Construction Management, Pile Foundations, Beam Erection, Structural Concrete, Barrier Wall Site Grading, Demolition, Storm Drainage, Rip Rap Protection, Subcontractor Assistance	<ul style="list-style-type: none"> <li><b>Structural/Bridge:</b> Holt, D&amp;F</li> <li><b>Roadway:</b> Holt, D&amp;F</li> <li><b>Hydrology/Hydraulic:</b> Holt, D&amp;F</li> <li><b>Geotechnical:</b> FME</li> <li><b>Utility Coordination/SUE, Surveying:</b> Atlas, D&amp;F</li> <li><b>Public Involvement:</b> Holt, 3Oaks</li> <li><b>Environmental Permitting:</b> 3Oaks</li> <li><b>Right-of-Way:</b> FF</li> <li><b>Construction Support:</b> Holt, Atlas, FME, DF</li> </ul>
	Sub-Contract:	Drilled Shafts, Paving, Traffic Control, Guardrail Installation, Pavement Markings, Erosion Control Installation, Seeding, Disposal of Hazardous Materials, Clearing and Grubbing,	

## 3.4 EXPERIENCE OF KEY INDIVIDUALS





Please see [Appendix A – Key Individual Resumes](#) for resumes of our Key Individuals. All team members hold the current licenses required for performing work on the project under state and local laws and will perform singular roles. All design reports, plans, and design calculations shall be signed and sealed by an unrestricted Professional Engineer registered in the State of South Carolina. The ESW Team commits key staff who are available for the duration of the project and will satisfy the minimum requirements for the following key staff roles: Project Manager, Assistant Project Manager, Lead Design Engineer, and Construction Manager.

Table 5. Experience of Key Individuals






Title	Name	Required	Provided	SCDOT DB
PM	Tom Watson	7	20	X
APM	Scott Boyle	5	32	X
LD	Daniel Atkinson	7	16	X
CM	John Cummins	5	39	X



## Key Individuals

Position/Name/Firm	Key Qualifications
 <b>Project Manager</b> Tom Watson, PE ESW	<ul style="list-style-type: none"> <li>• 20-year progressive career with ESW as engineer, manager, estimator, and currently Senior Vice President &amp; General Manager.</li> <li>• Extensive experience in aspects of project management and construction from pursuit to closeout including projects exceeding \$100 Million.</li> <li>• Managed the DB Team on the successful replacement of 34 structurally deficient bridges in Division 6, NCDOT.</li> </ul>
 <b>Assistant Project Manager</b> Scott Boyle ESW	<ul style="list-style-type: none"> <li>• 32-year progressive career as a project engineer, project manager, foreman, project superintendent and current role as area manager.</li> <li>• Significant recent experience managing construction of SC primary route bridge replacements including US 29 &amp; SC-85.</li> <li>• Extensive experience in all aspect of highway construction including MOT, mass grading, drainage, detours, and structures.</li> </ul>
 <b>Lead Design Engineer</b> Daniel Atkinson, PE Holt	<ul style="list-style-type: none"> <li>• 16 years of experience working on various DOT projects as a project manager and lead roadway engineer.</li> <li>• Abundance of recent SCDOT experience on LV Bridge Replacements utilizing Bid-Build and Design- Build contracting methods.</li> <li>• Understands the DB process and the need for the entire Team to work together collaboratively for the project to succeed.</li> </ul>
 <b>Construction Manager</b> John Cummins ESW	<ul style="list-style-type: none"> <li>• 39-year progressive career as an operator, foreman, superintendent, and current role as structure operations manager.</li> <li>• Extensive experience in all aspects of bridge construction including deep/shallow foundations, steel/concrete girders, cored slab structures, substructure concrete over waterways, roads, and railroads.</li> <li>• Manages a team of 6 capable &amp; equipped structure crews throughout the Carolinas, successfully completing bridges on ESW projects.</li> </ul>

## Additional Key Support Staff Necessary for Project Completion

Position/Name/Firm	Key Qualifications
 <b>Structural Engineer</b> Christopher Bolding, PE Holt	<ul style="list-style-type: none"> <li>• 15 years of experience working on detailed bridge and roadway structure projects for SCDOT.</li> <li>• Experience with multiple routine superstructure and substructure alternatives applicable to this LV DB project.</li> <li>• In-depth, personal understanding of the SCDOT Project Development Process due to previous work experience at SCDOT.</li> </ul>
 <b>Hydraulic Engineer</b> Mike Horton, PE, CFM Davis and Floyd	<ul style="list-style-type: none"> <li>• 28 years of experience working, designing, and permitting various DOT projects.</li> <li>• Michael is the principal manager for design on large interstate projects as well as eight (8) SCDOT Bridge Replacement projects.</li> <li>• He is the manager of D&amp;F SCDOT statewide scour program effort which included inspection and scour analysis of over 250 bridges.</li> </ul>
 <b>Geotechnical Engineer</b> John Hamilton, PE F&ME	<ul style="list-style-type: none"> <li>• 15 years experience working on various DOT projects, including 100+ bridge replacements and 10 years of experience working with Mr. Atkinson.</li> <li>• Abundance of recent SCDOT experience on LV Bridge Replacements utilizing Bid-Build and Design-Build contracting methods.</li> <li>• Intimate familiarity with geology in SCDOT Engineering District 4.</li> </ul>
 <b>Environmental</b> Gordon Murphy Three Oaks Engineering	<ul style="list-style-type: none"> <li>• 35 years of experience in the environmental field and 16 years of experience working with Daniel Atkinson.</li> <li>• Very familiar with South Carolina resource and regulatory agency personnel and the regulations applicable to these agencies.</li> <li>• Areas of expertise include wetland studies, endangered/threatened species studies, and 4(f) permitting.</li> </ul>
 <b>Utility Coordination</b> Randy Sanborn, PE Atlas	<ul style="list-style-type: none"> <li>• 26 years of experience working on utility relocations for bridge and roadway projects.</li> <li>• Experience with multiple utility owners including identification, conflicts resolutions, relocation plans, agreements, and permits.</li> <li>• In-depth, personal understanding of the SCDOT Project Development Process and Utility Accommodation Guide.</li> </ul>

## 3.5 PAST PERFORMANCE OF TEAM

ESW and Holt are currently working together on Bridge Bundle 15. The project is in the design phase with construction starting 4th quarter 2023. Neither ESW, nor any ESW Team members, have been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity; nor are any such actions pending against the company (Team) within the past five years. See [Appendix B](#) and [Appendix C](#) for further details.



**HOLT**  
CONSULTING COMPANY, LLC.

**SCDOT**

# APPENDICES

- Appendix A - Key Individual Resume Forms
- Appendix B - Work History and Quality Forms - Contractor
- Appendix C - Work History and Quality Forms - Designer
- Appendix D - Legal and Financial
- Appendix E - Organizational Conflict of Interest
- Appendix F - Confidential or Proprietary Information Summary List
- Appendix G - Addendum Receipt Form
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# APPENDIX A

Key Individual Resume Forms



## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>		
a.	Name & Title: Samuel Thomas "Tom" Watson, P.E. Senior Vice President & General Manager	
b.	Role of Key Individual for this Project: Project Manager	
c.	Name of Firm with which you are now associated: ES Wagner Company, LLC	
d.	Years of Experience: With this Firm 20 Years      With Other Firms      Years  Position 3: Sr. Vice President & General Manager – responsibilities include all aspects of management for the company (duration; 2018-Present) Position 2: General Manager – responsibilities include all aspects of management for the company (duration; 2011-2018) Position 1: Project Manager – responsibilities include all aspects of project management on projects ranging in size from \$1 to \$60 million – (duration; 2004-2011)	
e.	Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):  University of South Carolina/Columbia, South Carolina/Bachelors of Science/1999/Civil Engineering Clemson University/Clemson, South Carolina/Masters Science/2001/Civil Engineering	
f.	Active Registrations: Year First Registered/State/Discipline/All Active Registration #s:  2006 / SC / PE / 25148	
g.	Document the extent and depth of your experience and qualifications relevant to the Project.  <div style="display: flex; justify-content: space-between;"> <div style="width: 65%;"> <p><b><u>NCDOT Express Design Build Year 6 Bridge Replacements C203950</u></b></p> <p><b>Key Personnel Role:</b> General Manager</p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2017-2020, Assigned 2017-2020</p> <p><b>Owner Contact Information:</b> NCDOT, Michael Parker, PLS, jmparkerjr@ncdot.gov , 910-618-5689</p> <p><b>Design/Construction Value:</b> \$4,393,783</p> <p><b>Project Description:</b>            This project consisted of six bridge replacements throughout Robeson County, North Carolina. The contract was executed in NCDOT's Express Design Build format and was the third of six contracts including a total of 34 bridge replacements that ESW has completed of this type. The bridges consisted of cored slabs and box beams with H-pile foundations. Top down construction methods were used where necessary. Tom's specific responsibilities included estimating, coordination with engineering design and constructability, project management, scheduling and cost control. Tom was responsible for the delivery of this project in accordance with the contract requirements.</p> </div> <div style="width: 30%; text-align: center;"> <p><a href="#"><u>(Hyperlink to Work History Form)</u></a></p> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 65%;"> <p><b><u>Mount Lebanon Church Road Bridge Replacement</u></b></p> <p><b>Key Personnel Role:</b> General Manager</p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2019-2020, Assigned 2019-2020</p> <p><b>Owner Contact Information:</b> SCDOT, Joseph Fowler, PE, fowlerjm@scdot.org , 864/587-4720</p> <p><b>Design/Construction Value:</b> \$5,376,023</p> <p><b>Project Description:</b>            This project consisted of the relocation of existing Mount Lebanon Church Road in Greenville and Spartanburg County, SC and construction and demolition of two bridges. The bridges consisted of a 4 span cored slab bridge on prestressed concrete piling and a 2 span type III girder bridge on prestressed concrete piling. These bridges were constructed over Middle Tyger River and its tributary through environmentally sensitive areas. Access to the site was restricted by wetlands and load rated bridges. Alternate means of access through these areas was required for bridge and roadway construction. Tom participated in weekly project meetings with project management personnel, reviewed schedules, and</p> </div> <div style="width: 30%; text-align: center;"> <p><a href="#"><u>(Hyperlink to Work History Form)</u></a></p> </div> </div>	

analyzed cost reports. Tom was responsible for the delivery of this project in accordance with the contract requirements.

**Shelby Bypass III – C203905**

**Key Personnel Role:** General Manager

**Experience with Current Firm:** Yes

**Project/Assignment Duration:** Project 2017-2023, Assigned 2017-2019

**Owner Contact Information:** NCDOT, Ms. Anne Schley, P.E., [aschley@ncdot.gov](mailto:aschley@ncdot.gov) , 704-678-3041

**Design/Construction Value:** \$87,451,550

**Project Description:**

This project includes 4.7 miles of new roadway construction with 11 new bridges and 2,730,000 CY of unclassified excavation in Shelby, N.C. Tom's specific responsibilities include weekly meetings with project management personnel, schedule review and analysis, and review of cost reporting. Tom is responsible for the delivery of the project in accordance with the contract requirements.

**SCDOT US 29 Bridge Replacement, Spartanburg Co.**

**Key Personnel Role:** General Manager

**Experience with Current Firm:** Yes

**Project/Assignment Duration:** Project 2020-2021, Assigned 2020-2021

**Owner Contact Information:** SCDOT, William Yarborough, [yarborouwd@scdot.org](mailto:yarborouwd@scdot.org) , 864/587-4721

**Design/Construction Value:** \$2,795,227

**Project Description:**

This project consisted of the replacement of a 3 span type III girder structure on h-pile and drilled shaft foundations over the North Tyger River. Traffic was placed on adjacent structure during the full replacement and demolition of the bridge. Tom participated in weekly project meetings with project management personnel, reviews schedules, and analyzes cost reports. Tom was responsible for the delivery of this project in accordance with the contract requirements.

**NCDOT Monroe Bypass Design-Build**

**Key Personnel Role:** General Manager

**Experience with Current Firm:** Yes

**Project/Assignment Duration:** Project 2015-2018, Assigned 2015-2018

**Owner Contact Information:** NCDOT, Darrin Waller, PE, [dwaller@ncdot.gov](mailto:dwaller@ncdot.gov) (980) 521-2176

**Design/Construction Value:** \$22,556,766 (ES Wagner portion)


**Project Description:**

ES Wagner performed the grading and drainage on the eastern portion of the Monroe Bypass. The project consisted of 8 miles of new controlled access roadway and 1.3 million CY of excavation. The project included heavy MOT demands and significant public involvement. Tom was responsible for the delivery of this project in accordance with the contract requirements.

- 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.

Tom is currently assigned as the Project Manager for SCDOT's Bridge Package 15. Bridge Package 15 is being facilitated by an Assistant Project Manager, and will be completed in February 2025. Tom will be providing oversight to the full-time Assistant Project Manager for this project and is fully available to fulfill the requirements of Project Manager per the RFQ.

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a.	Name & Title: Scott Boyle Area Manager
b.	Role of Key Individual for this Project: Assistant Project Manager
c.	Name of Firm with which you are now associated: ES Wagner Company, LLC
d.	<div style="text-align: right;">  </div> Years of Experience: With this Firm <u>26</u> Years      With Other Firms <u>6</u> Years  ES Wagner Co.: Area Manager (2014-current) – Responsible for overseeing roadway construction for all projects in region. ES Wagner Co.: Project Superintendent (2002-2014) – Responsible for the overall management and execution of assigned project. ES Wagner Co.: Foreman (1999-2002) – Supervised grading crews under direction of Project Supt. Ran small projects independently. ES Wagner Co.: Project Manager/Engineer (1996-2002) – Responsible for estimating assistance, primavera scheduling, cost control, submittals and material procurement. Northern A-1 Service – Project Supervisor/Estimator (1995) – Bid and supervised small environmental remediation projects. Smith Environmental Technologies Corp – Project Engineer (1990-1994) – Field documentation, cost/quantity tracking and QA/QC.
e.	Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):  University of Michigan / Ann Arbor, Michigan / Bachelors of Science /1990 / Mechanical Engineering
f.	Active Registrations:
g.	Document the extent and depth of your experience and qualifications relevant to the Project  <div style="border: 1px solid black; padding: 5px;"> <p><b><u>SCDOT Mount Lebanon Church Road Bridge Replacements</u></b></p> <p><b>Key Personnel Role:</b> Area Manager <span style="float: right;"><a href="#">(Hyperlink to Work History Form)</a></span></p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2019-2020, Assigned 2019-2020</p> <p><b>Owner Contact Information:</b> SCDOT, Joseph Fowler, PE, fowlerjm@scdot.org , 864/587-4720</p> <p><b>Design/Construction Value:</b> \$5,376,023</p> <p><b>Project Description:</b>  This project consisted of the relocation of existing Mount Lebanon Church Road in Greenville and Spartanburg County, SC and construction and demolition of two bridges. The bridges consisted of a 4 span cored slab bridge and a 2 span type III girder bridge. These bridges were constructed over the Middle Tyger River and its tributary through environmentally sensitive areas. Access to the site was restricted by wetlands and load rated bridges. Alternate means of access through these areas was required for bridge and roadway construction. Scott was responsible for all aspects of roadway construction on the project and provided daily direction to field personnel.</p> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b><u>SCDOT US 29 Bridge Replacement, Spartanburg Co.</u></b></p> <p><b>Key Personnel Role:</b> Area Manager</p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2020-2021, Assigned 2020-2021</p> <p><b>Owner Contact Information:</b> SCDOT, William Yarborough, yarborouwd@scdot.org , 864/587-4721</p> <p><b>Design/Construction Value:</b> \$2,795,227</p> <p><b>Project Description:</b>  This project consisted of the replacement of the 3 span SB structure over the N. Tyger River. It was required to shift traffic to be bidirectional on the adjacent NB structure for a full replacement of the SB structure. Scott participated in weekly project meetings with project management personnel, reviews schedules, and analyzes cost reports. Scott was responsible for all aspects of roadway construction on the project and provided daily direction to field personnel.</p> </div>



**SCDOT Emergency Bridge Replacement – Groce Meadows Road, Greenville Co****Key Personnel Role:** Area Manager**Experience with Current Firm:** Yes**Project/Assignment Duration:** Project 2020-2021, Assigned 2020-2021**Owner Contact Information:** SCDOT, Joseph Fowler, PE, fowlerjm@scdot.org , 864/587-4720**Design/Construction Value:** \$679,632**Project Description:**

This project consisted of the replacement a bridge over Beaverdam Creek. The project was released as an emergency project and required close coordination with the DOT to resolve utility conflicts, define scopes, minimize environmental impacts, and resolve constructability concerns on an accelerated schedule. The new structure consisted of a single span 70' cored slab structure. Due to the emergency nature of the project, the roadway profile was contractor designed base upon the new bridge 22 inches higher than the existing. This required carefully coordination of all construction scopes including guardrail, paving, bridge and roadway construction to provide a roadway that meets all SCDOT specifications. Scott was responsible for all aspects of roadway construction on the project and provided daily direction to field personnel.

**SCDOT P027413/P030402 SC-85 Bridge Replacements over S-995, S-2 & Lawson Creek****Key Personnel Role:** Area Manager**Experience with Current Firm:** Yes**Project/Assignment Duration:** Project 2021-2023, Assigned 2021-2023**Owner Contact Information:** SCDOT, Joseph Fowler, PE, fowlerjm@scdot.org , 864/587-4720**Design/Construction Value:** \$22,857,222**Project Description:**

This project consists of 3 bridge replacements on SC-85 in Spartanburg, SC. These bridges were a full replacement of bridges over Buffington Rd./Norfolk Southern Railroad & Howard Street and Lawson Fork Creek. The Buffington & Howard bridges were completed with an offsite detour for SC-85 traffic. Buffington and Howard were only detoured as required for construction. Lawson Fork Creek was completed by shifting the NB traffic onto the SB bridge with bidirectional traffic on the SB bridge. MSE walls surrounded areas around 2 of the structures requiring access structures and staged construction. Scott was responsible for all aspects of roadway construction on the project and provided daily direction to field personnel.

**NCDOT Design Build I-85 Widening, I-2304AB, Davidson Co.****Key Personnel Role:** Superintendent**Experience with Current Firm:** Yes**Project/Assignment Duration:** Project 2011-2013, Assigned 2011-2013**Owner Contact Information:** NCDOT, Larry Shaver, [lbshaver1@ncdot.gov](mailto:lbshaver1@ncdot.gov), 336/249-6255**Design/Construction Value:** \$10,826,226 (ES Wagner Portion)**Project Description:**

This project consisted of widening I-85 through Davidson Co., NC from 2 lane to 4 lanes in each direction. ES Wagner was responsible for the grading and drainage portions of the project. The project included approximately 600,000 CY of unclassified excavation, 400,000 CY of borrow excavation and 28,000 LF of pipe all while safely maintaining traffic through the corridor. Scott was responsible for all aspects of ES Wagner's construction on the project and provided daily direction to field personnel.

- 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.

Scott is available for the duties of Assistant Project Manager as described for the project duration.

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a.	Name & Title: John Allen Cummins Structures Operations Manager
b.	Role of Key Individual for this Project: Construction Manager
c.	Name of Firm with which you are now associated: ES Wagner Company, LLC
d.	Years of Experience: With this Firm 4 Years      With Other Firms 35 Years  Firm 1: ES Wagner - Structures Operations Manager – Responsible for all bridge projects within region, 2018 - current Firm 2: Lee/English - General Superintendent – Responsible for overseeing all bridge projects, 2004 – 2018 Firm 3: National Engineering – Operator/Foreman/Superintendent, 1983 - 2004
e.	Education:
f.	Active Registrations:
g.	Document the extent and depth of your experience and qualifications relevant to the Project.  <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p><b><u>Mount Lebanon Church Road Bridge Replacement</u></b></p> <p><b>Key Personnel Role:</b> Structures Operations Manager</p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2019-2020, Assigned 2019-2020</p> <p><b>Owner Contact Information:</b> SCDOT, Joseph Fowler, PE, fowlerjm@scdot.org , 864/587-4720</p> <p><b>Design/Construction Value:</b> \$5,376,023</p> <p><b>Project Description:</b> This project consisted of the relocation of existing Mount Lebanon Church Road in Greenville and Spartanburg County, SC and construction and demolition of two bridges. The bridges consisted of a 4 span cored slab bridge on prestressed concrete piling and a 2 span type III girder bridge on prestressed concrete piling. These bridges were constructed over Middle Tyger River and its tributary through environmentally sensitive areas. Access to the site was restricted by wetlands and load rated bridges. Alternate means of access through these areas was required for bridge and roadway construction. John was responsible for all aspects of the bridge construction for the project and provided daily direction to field personnel for project execution.</p> <p><b><u>SCDOT Emergency Bridge Replacement – Groce Meadows Road, Greenville Co</u></b></p> <p><b>Key Personnel Role:</b> Structure Operations Manager</p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2020-2021, Assigned 2020-2021</p> <p><b>Owner Contact Information:</b> SCDOT, Joseph Fowler, PE, fowlerjm@scdot.org , 864/587-4720</p> <p><b>Design/Construction Value:</b> \$679,632</p> <p><b>Project Description:</b> This project consisted of the replacement a bridge over Beaverdam Creek and the demolition of the previous structure. The project was released as an emergency project and required close coordination with the DOT to resolve utility conflicts, define scopes, minimize environmental impacts, and resolve constructability concerns on an accelerated schedule. The new structure consisted of a single span 70' cored slab structure. After a contractor performed geotechnical investigation, ESW proposed a cost saving change from drilled pile to driven pile. Due to the emergency nature of the project the new structure was to be 22 inches higher than the existing and span the full channel. Bridge layout was provided by ES Wagner with considerations for all SCDOT requirements. John was responsible for all aspects of the bridge construction for the project and provided daily direction to field personnel for project execution.</p> <p><b><u>Shelby Bypass III – C203905</u></b></p> <p><b>Key Personnel Role:</b> Structures Operations Manager</p> <p><b>Experience with Current Firm:</b> Yes</p> </div> <div style="width: 35%; text-align: right;"> <p><a href="#">(Hyperlink to Work History Form)</a></p> </div> </div>

**Project/Assignment Duration:** Project 2017-2023, Assigned 2018-2023  
**Owner Contact Information:** NCDOT, Ms. Anne Schley, P.E., aschley@ncdot.gov , 704-678-3041  
**Design/Construction Value:** \$87,451,550

**Project Description:**

This project includes 4.7 miles of new roadway construction with 11 new bridges and 2,730,000 CY of unclassified excavation in Shelby, N.C. Bridges include concrete and structural steel girders over roads, railroads and waterways. John is responsible for all aspects of bridge construction for this project and coordinates with on-site superintendents daily regarding project execution.

**NCDOT Express Design Build Bridge Replacements – Division 8**

**Key Personnel Role:** General Structure Superintendent  
**Experience with Current Firm:** No  
**Project/Assignment Duration:** Project 2013-2015, Assigned 2013-2015  
**Owner Contact Information:** NCDOT, John Partin, PE, jpartin@ncdot.gov , 336/847-1226  
**Design/Construction Value:** \$13,600,000

**Project Description:**

This project consisted of 11 bridge replacements throughout NCDOT Division 8 including Randolph and Moore Counties. The bridge replacements included a variety of structure types including steel pile, concrete pile and drilled shaft foundations along with cored slab, box beam and poured deck superstructures. Several locations included challenging access through jurisdictional areas and temporary structures. John's involvement spanned from bid to closeout, including coordination during the design phase to assess constructability of design options. John was responsible for all aspects of bridge construction for this project including daily coordination with on-site superintendents, scheduling crews and equipment selection.

**SCDOT P027413/P030402 SC-85 Bridge Replacements over S-995, S-2 & Lawson Creek**

**Key Personnel Role:** Structures Operations Manager  
**Experience with Current Firm:** Yes  
**Project/Assignment Duration:** Project 2021-2023, Assigned 2021-2023  
**Owner Contact Information:** SCDOT, Joseph Fowler, PE, fowlerjm@scdot.org , 864/587-4720  
**Design/Construction Value:** \$22,857,222

**Project Description:**

This project consists of 3 bridge replacements on SC-85 in Spartanburg, SC while SC-85 traffic was detoured. These bridges were a full replacement of bridges over Buffington Rd./Norfolk Southern Railroad, Howard Street and Lawson Fork Creek. The bridges consisted of bulb-tee and type III girders with drilled shaft and h-pile foundation. MSE walls surrounded areas around 2 of the structures requiring access structures and staged construction. John is responsible for all aspects of the bridge construction for the project and provides daily direction to field personnel for project execution.

- 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.

John is currently assigned as the Construction Manager for SCDOT's Bridge Package 15 and will have an onsite superintendent assigned to each bridge location. John is fully available to fulfill the requirements of Construction Manager per the RFQ.

## KEY INDIVIDUAL RESUME FORM

### Brief Resume of Key Individual anticipated for the Project.

- a. Name & Title:  
**Daniel Atkinson, P.E.**  
**Operations Manager**
- b. Role of Key Individual for this Project:  
**Lead Design Engineer**
- c. Name of Firm with which you are now associated:  
**Holt Consulting Company, LLC**
- d. Years of Experience: With this Firm 7.5 Years      With Other Firms 8.5 Years  
**Holt Consulting Company, LLC (2016 – Current):** Operations Manager – Responsible for managing the South Carolina Surface Group and leading design on various DB and Bid-Build projects in South Carolina. Daniel is instrumental in every stage of Holt's S.C. design projects, from proposal development to final construction plans.  
**Michael Baker International (2013 – 2016):** Project Manager and Roadway Engineer – Responsible for all aspects of roadway design which include horizontal, vertical, superelevation, site-distance, clear-zone, complex traffic control, and pavement marking and signing. Also responsible for management and coordination of projects.  
**The LPA Group (2007 – 2013):** Design Engineer – Responsible for roadway design which included horizontal, vertical, superelevation, site-distance, clear-zone, traffic control, and pavement marking and signing. Also responsible for plan development.
- e. Education:  
**The Citadel / Charleston, S.C. / Bachelor of Science in Civil Engineering / 2007 / Civil Engineering**
- f. Active Registrations:  
**2012 / SC / Civil / 29957      2020 / NC / Civil / 51164**  
**2016 / NCEES / Civil / 67854      2020 / FL / Civil / 90247**  
**2016 / GA / Civil / 41064**
- g. Document the extent and depth of your experience and qualifications relevant to the Project.



### Emergency Bridge Package 2020-1 DB

**Key Personnel Role:** Lead Roadway Engineer  
**Experience with Current Firm:** Yes, Holt Consulting Company, LLC  
**Project/Assignment Duration:** Project 2020, Assigned 2020  
**Owner Contact Information:** SCDOT, Michael Pitts, pittsme@scdot.org, (803) 737-2566  
**Design/Construction Value:** \$3,173,140 Construction  
**Project Description:** This Design-Build Project included **two (2) emergency bridge replacement projects** in York and Anderson Counties. Both projects maintained the existing alignment and were constructed using a close and detour approach. The bridges utilized single span and multi-span cored slab structures. Project requirements included completion in 215 days which was achieved.

[\(Hyperlink to Work History Form\)](#)

#### Experience Relevance

- ☒ Design-Build Delivery
- ☒ Bridge Replacements
- ☒ Cored Slab
- ☒ Low Volume Bridge Design

Daniel's specific responsibilities included all aspects of roadway design, coordination between various disciplines and subconsultants, and coordination with SCDOT to assist with comment response resolution.

### Emergency Bridge Package 2018-2A DB

**Key Personnel Role:** Lead Roadway Engineer  
**Experience with Current Firm:** Yes, Holt Consulting Company, LLC  
**Project/Assignment Duration:** Project 12/2018 – 1/2020, Assigned 12/2018 – 1/2020  
**Owner Contact Information:** SCDOT, Jae Mattox, MattoxJH@scdot.org, (803) 737-1805  
**Design/Construction Value:** \$5,127,593 Construction  
**Project Description:** This Design-Build Project included **three (3) emergency bridge replacement projects** and associated approach roadway reconstruction in Dillon and Marlboro Counties. All projects were constructed using a close and detour approach. The bridges utilized single span and multi-span cored slab structures. Daniel's specific responsibilities included quality assurance (QA), roadway design lead, and MOT design. Project requirements included completion in 200 days which was achieved.

#### Experience Relevance

- ☒ Design-Build Delivery
- ☒ Bridge Replacements
- ☒ Cored Slab
- ☒ Low Volume Bridge Design

Daniel's specific responsibilities included all aspects of roadway design, coordination between subconsultants and various disciplines, and coordination with SCDOT to assist with comment response resolution.



### S-195 Bridge Replacement over Camp Creek

**Key Personnel Role:** Lead Design Engineer (PM and Roadway Lead)  
**Experience with Current Firm:** Yes, Holt Consulting Company, LLC  
**Project/Assignment Duration:** Project 2020 – 2024 (Est.), Assigned 2020 – 2024 (Est.)  
**Owner Contact Information:** SCDOT, Tameika Bostic, BosticTL@scdot.org, (803) 737-737-0457  
**Design/Construction Value:** \$1,779,000 (Est.) Construction

**Project Description:**

This Bid-Build project involves the replacement of the existing S-195 (New Cut Church Road) bridge over Camp Creek in Lancaster County. The proposed design includes a 3-span (60'-70'-30'), 160 ft. long, 30 ft. wide, cored slab bridge and approximately 1150 ft. of roadway improvements. Design for the project follows the Low Volume Bridge Design Criteria. The project is being constructed utilizing a close and detour approach to minimize property stream and wetland impacts and includes stream modeling, erosion control design, permitting, ROW services, and utility relocation and coordination. The project has been submitted to SCDOT for construction plan approval

**Experience Relevance**

- ☒ Bridge Replacement
- ☒ Cored Slab
- ☒ Low Volume Design
- ☒ Multi-Span on Drilled Shafts

Daniel's responsibility included all aspects of management, coordination, and oversight of the project. He also coordinated with SCDOT and served as primary point of contact for roadway design related activities

### S-258 Bridge Replacement over Thorntree Creek

**Key Personnel Role:** Lead Design Engineer (PM and Roadway Lead)  
**Experience with Current Firm:** Yes, Holt Consulting Company, LLC  
**Project/Assignment Duration:** Project 2021 – 2024 (Est.), Assigned 2021 – 2024 (Est.)  
**Owner Contact Information:** SCDOT, Tameika Bostic, BosticTL@scdot.org, (803) 737-737-0457  
**Design/Construction Value:** \$2,050,000 (Est.) Construction

**Project Description:**

This Bid-Build project involves the replacement of the existing S-258 (Blink Bonnie Road) bridge over Thorntree Creek in Fairfield County. The proposed design includes approximately 560 ft. of roadway improvements as well as a proposed 3-span (40'-70'-50'), 160 ft. long, 30 ft. wide, cored slab bridge. The project is being constructed utilizing a close and detour approach to minimize property stream impacts and includes structures and bridge design, stream modeling, erosion control design, permitting, ROW services, and utility relocation and coordination. The project has been expedited and due to recent closure and will be signed by end of 2022.

**Experience Relevance**

- ☒ Bridge Replacement
- ☒ Cored Slab
- ☒ Low Volume Design
- ☒ Multi-Span on Drilled Shafts

Daniel's responsibility included all aspects of management, coordination, and oversight of the project. He also coordinated with SCDOT and served as primary point of contact for roadway design related activities.

### 8862230 Design Build Bridge Package 15, Anderson, Chester, Chesterfield, and Lancaster Counties

**Key Personnel Role:** Lead Design Engineer  
**Experience with Current Firm:** Yes, Holt Consulting Company, LLC  
**Project/Assignment Duration:** Project 2022 – 2025 (Est.), Assigned 2022 – 2025 (Est.)  
**Owner Contact Information:** SCDOT, Michael Pitts, PittsME@scdot.org, (803) 737-2566  
**Design/Construction Value:** \$13.4 mil.

**Project Description:**

As Lead Designer for the ES Wagner Team, Holt is currently leading the design effort to replace 4 individual design-build bridge replacements. Three (3) bridges (S-294, S-765, and S-108) will utilize Low Volume design criteria while the S-53 site will be designed utilizing standard SCDOT design criteria. The scope requires replacement of the existing bridges which includes design efforts from roadway, bridge, hydrology, and geotechnical staff along with supplemental design services which include utility coordination, right-of-way, surveys, and permitting.

**Experience Relevance**

- ☒ Bridge Replacement
- ☒ Multi-Bridge Bundle
- ☒ Low Volume Design
- ☒ Close and Detour
- ☒ Cored Slab and Box Beam

Daniel's responsibility as Lead Design Engineer includes serving as the primary point of contact for all design related activities, overseeing weekly project design meetings, management of subconsultants, coordination, and being available to SCDOT as needed throughout 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.

*The Lead Design Engineer is not required to be on-site during construction.*



**HOLT**  
CONSULTING COMPANY, LLC.

**SCDOT**



# APPENDIX B




Work History and Quality Form - Contractor/Designer (3.5.1)





WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER

Prime Contractor – ES Wagner




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 ES Wagner’s responsibilities	d. Actual Construction Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by ES Wagner (in thousands)
Name: NCDOT Express Design Build Year 6 District 6 Bridge Replacement  Location: Robeson County, North Carolina	Design: Summit Engineering Prime Contractor: ES Wagner	Name of Owner: NCDOT Resident Engineer: William R Marsh, Sr, PE Alternate Contact: Jason Salisbury, PE, Division Construction Engineer Phone: 910-364-0600 Email: jsalisbury@ncdot.gov	11/2020	\$4,394	\$4,394
g. Narrative describing the work performed ES Wagner					
<p>This project was the third of six similar contracts executed in NCDOT’s Express Design Build format with ES Wagner and Summit Design and Engineering since 2013. This project consisted of six bridge replacement throughout Robeson County, NC. In total since 2013, ES Wagner has completed 34 bridge replacements in this format. The bridges consisted of cored slabs and box beam bridges ranging from 1 to 3 spans and span lengths from 25’ to 85’ with h-pile foundations. Span lengths varied to provide the most cost efficient configurations while accounting for all of the project requirements including environmental impacts. Methods of construction used for these structures varied from top-down to conventional. All bridges were over waterways. ESW self-performed all of the structures work and all of the grading work for the approaches. Additionally, ESW was also responsible for multiple wet utility relocations via supplemental agreement throughout the life of the contract.</p> <div><div>Key Individuals on Project: Tom Watson, PE - Project Manager</div><div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of ES Wagner’s performance on the project to identify ES Wagner with firms or personnel that have successfully completed projects on time and on or under budget, and to identify contractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>ESW successfully delivered each project on time and under budget. ESW has never filed a claim against an Owner. As previously mentioned, wet utilities were relocated by supplemental agreement after the contract was awarded and based on the impacts of the final design. ESW and Summit worked with NCDOT to limit these impacts to the greatest extent possible. Based on early pre-project planning, analysis of overall schedule impacts, and communication with the Owner, none of these utility conflicts impacted the completion or overall budget for this project. When choosing the closure dates ES Wagner works to minimize the disruption the public. Roads are closed only when work is ready to begin and continue until completion.</p>					
i. Quality Initiatives. Discuss ES Wagner’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>ESW is committed to delivering a quality project on time and on budget. Early and focused coordination between ESW, the engineering team and the NCDOT to communicate schedules, identify utility impacts and steer the project toward the most cost efficient concept while maintaining our commitment to safety proved to be an exceptional approach to deliver the project in accordance with the contract requirements. Additionally, the utilization of CPM scheduling (while not required by NCDOT) was a key tool in organizing, planning, and forecasting ESW’s field operations and overall project schedule. Each workday will begin with a daily JHA meeting conducted by the senior ESW supervisor onsite. Each meeting includes planning and coordination of the day’s work activities, equipment that will be used, anticipated hazards as well as approved means of abating those hazards.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ES Wagner shall provide a detailed explanation below.					
N/A					





WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER

Prime Contractor – ES Wagner

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 ES Wagner’s responsibilities	d. Actual Construction Date:	e. Actual Construction Cost (in thousands)	f. Dollar Value of Work Performed by ES Wagner(in thousands)
Project ID P029127 Mount Lebanon Church Rd Bridge Replacement Location: Greenville/Spartanburg Counties, South Carolina	Design: SCDOT Prime Contractor: ES Wagner	Name of Owner: SCDOT Project Manager: Joseph Fowler, PE Phone: 864/587-4720 Email: fowlerjm@scdot.org	09/2019 11/2020	\$ 4,944	\$ 4,944
g. Narrative describing the work performed by ES Wagner					
<p>S-75 (Mount Lebanon Church Road) Bridge Replacements over Middle Tyger River &amp; Tributary of Middle Tyger River was an SCDOT bid-build project performed by E.S. Wagner Co., LLC (ESW) during the construction timeframe referenced above. This project consisted of the formation of approximately 36,000 CY of geogrid reinforced embankment, construction of two structures, and a 180 day road closure that required the relocation of the roadway and completion of the two structures.</p> <p>The tributary bridge constructed for this project consisted of a four span prestressed concrete cored slab structure spanning approximately 280 LF. The structure was supported by prestressed concrete pile and was finished with an asphalt concrete wearing surface. The majority of this structure was constructed through an environmentally sensitive area (wetland). Access to the site was restricted by wetlands and load rated bridges. Temporary access structures were required to complete the project and minimize impacts to the wetland. The structure over the Middle Tiger River consisted of two spans totaling 150 LF and constructed of Type III prestressed concrete beams that were supported by concrete pile. The reinforced concrete deck required approximately 225 CY of structural concrete and 50,000 LB of reinforcing steel.</p> <p>Key Individuals on Project: Tom Watson, PE – SVP &amp; General Manager Scott Boyle – Area Manager John Cummins – Str. Operations Manager</p> <div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of ES Wagner’s performance on the project to identify ES Wagner with firms or personnel that have successfully completed projects on time and on or under budget, and to identify contractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>In 75 years of business, ESW has never filed a claim against an Owner. ESW successfully completed the project within the required intermediate contract time of 180 days and approximately four months ahead of the contract completion date. The partnering relationship between ESW project personnel and SCDOT was a key to this projects success. While this contract was underway emergency repairs on local culvert were needed. ES Wagner was able to integrate the repair into their work, keep the project ahead of schedule and finish approximately \$200,000 under the initial contract amount.</p>					
i. Quality Initiatives. Discuss ES Wagner’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>ESW is committed to delivering a quality project on time and on budget. One key challenge that presented itself on this project was a potential overrun of concrete piling due to subsurface conditions and no test piling information. ESW worked with SCDOT to mitigate this impact to the project by lengthening the pile tips and having pile freeze periods, so that pile buildups, additional pile length and test piling would not be necessary. Completing the project ahead of schedule was attributable to SCDOT’s approach to CPM scheduling. This approach is one that ESW supports and adheres to even outside of public sector projects. By using CPM scheduling, ESW could clearly identify the fact that completion of the project during the winter months could have a negative impact on the project delivery and accelerated our schedule and the road closure in an effort to avoid this impact. Each workday will begin with a daily JHA meeting conducted by the senior ESW supervisor onsite. Each meeting includes planning and coordination of the day’s work activities, equipment that will be used, anticipated hazards as well as approved means of abating those hazards</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ES Wagner shall provide a detailed explanation below.					
N/A					



**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**

**Holt Consulting Company, LLC (Holt)**

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 Holt’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 Holt (in thousands)
Name: <b>2020-1 Emergency Bridge Package</b> Location: <b>York and Anderson Counties, SC</b>	Name: <b>Palmetto Infrastructure, Inc</b>	Name of Owner: <b>SCDOT</b> Project Manager: <b>Michael Pitts</b> Phone: <b>803-737-2566</b> Email: <b>PittsME@scdot.org</b>	Design Complete: <b>7/2020</b> Construction Complete: <b>12/2020</b>	<b>\$ 3,173</b>	<b>\$ 127.3</b>

g. Narrative describing the work performed by Holt Consulting as a subconsultant

This **Design-Build Project** included the design, permitting, demolition and replacement of 2 secondary bridges over water under emergency conditions utilizing DB procurement methods. Holt, working as a subconsultant, performed the roadway design and bridge QC for the two (2) bridge sites out of their Columbia, SC office location which were damaged as a result of February flooding. A secondary flood, post award, damaged the S-174 additionally which changed site conditions, resulting in the entire bridge collapsing and washing away along with the associated roadway embankment. As a result of the flood and the associated permit documentation, everything had to be constructed pre-flood conditions. All work was completed safely, and on-time and with no disputes.

**S-816 over Mud Creek:** Low Volume Bridge criteria dictated minimum bridge length, maximum span length, minimum low chord elevations, and minimum geotechnical and hydraulic criteria. The proposed structure consisted of a 3-span (45’-70’-45’) 160’ cored slab bridge constructed on the roadway tangent with a 15-degree skew. The end spans were designed to support crane loads for setting the 70’ center span and consisted of steel pile foundations while the interior bents used concrete composite piles with stingers. After award, the span arrangement was discussed and agreed to be revised with SCDOT in order to push the interior bents away from the channel bank. Final RFP drawings for this site were completed 3 weeks from NTP.

**S-174 over Six and Twenty Creek:** Low Volume Bridge criteria was utilized for development of the replacement structure. A single span cored slab bridge consisting of a 70’ structure was utilized. The bridge was constructed with a constant superelevated x-slope due to the proximity on the ends of horizontal curves. The roadway embankment was also re-constructed to pre-storm conditions per the Nationwide Permit which helped minimize bridge length and roadway slope impacts. Coordination with the property owner was critical and the design was configured so as not to impact his existing wooden flume which provided water to his business.



Key Project Relevance		Key Team Members Involved	Subconsultants
• LVB Design	• Close and Detour / Traffic / MOT	Daniel Atkinson	Three Oaks Engineering  F&ME Consultants
• Bridge Replacements	• Environmental Permitting		
• Cored Slab Bridge	• Utility Coordination		
• Bridges over water	• Demolition		
• Design Build Delivery	• Geotechnical Design		
Districts 2 and 4 geographic experience			



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

The DB team delivered the project design on time and on budget. Comments received on this project include: S-816 plans were submitted on schedule, S-174 plans were delayed slightly due to second flood, but overall project maintained the original schedule. The existing wooden flume was to be impacted significantly based on design as well the owners existing driveway due to the addition of new guardrail. However, after a field review and review of standard drawings, it was determined compressed shoulder pre-mash guardrail could be utilized which resulted in no impacts to the existing flume and required no additional permissions for construction of the property owner’s driveway.


i. Quality Initiatives. Discuss Holt’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.

S-816 plans were submitted on schedule, S-174 plans were delayed slightly due to second flood, but overall project maintained the original schedule. The team worked hand in hand with SCDOT to resolve the issues created due to the second flood.

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

*Not Applicable – All questions are answered with a “NO”.*

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER  
Holt Consulting Company, LLC (Holt)

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 Holt’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 Holt (in thousands)													
Name: <b>2016 Bridge Batch # 2 - Contract 8</b> Location: <b>Brantley, Atkinson, Clinch, &amp; Charlton Counties, GA</b>	Name: <b>Holt Consulting Company, LLC</b>	Name of Owner: <b>Georgia Department of Transportation</b> Project Manager: <b>Derrick Cameron</b> Phone: 404-444-1776 Email: dcameron@dot.ga.gov	Design Complete: <b>2020</b> Construction Complete: <b>2022</b>	<b>\$ 11,822</b>	<b>\$ 4,915</b>													
g. Narrative describing the work performed by Holt Consulting Company, LLC.																		
<p>The Georgia Department of Transportation programmed the bridge replacements as part of a batch in South Georgia. Holt Consulting was selected based on qualified based criteria to provide design services for this <b><u>Bid-Build</u></b> bridge batch.</p> <p><b><u>PI 0013713</u></b>, located on SR 520/US 82 over Big Creek in Brantley County. Only the westbound bridge was replaced on this four-lane divided highway with a depressed grass median. The proposed bridge was constructed at its existing location utilizing an on-site detour. A lane drop in the eastbound and westbound direction was required at the beginning and ending of the project, respectively. The westbound traffic was then detoured across the depressed grass median on temporary pavement to the existing eastbound bridge while the westbound bridge was demolished and reconstructed at its existing location.</p> <p><b><u>PI 0013818</u></b>, located on SR 64 over the Satilla River in Atkinson County was constructed on an offset alignment to the west of the existing bridge. The bridge typical section consisted of 11-foot lanes with 6-foot rural shoulders. Mount Zion Church Road was relocated to correct intersection sight distance while minimizing impacts to an adjacent Department of Natural Resources (DNR) boat ramp.</p> <p><b><u>PI 0013822</u></b>, located on a tangent on SR 122/SR 168 over Camp Creek in Clinch County utilized an off-site detour to facilitate the replacement of the proposed bridge at its existing location. The project avoided impacts to a nearby historic church and existing T-intersections to the east and west of the bridge location. The bridge and roadway approaches provided bikeable shoulders as this section of SR 122/SR 168 is on the State On-Street Bicycle Route Network which is known as Route 10 or the Southern Crossing, an east-west route from Jekyll Island to Lake Seminole. A Public Detour Open House (PDOH) was required as part of the environmental process.</p> <p><b><u>PI 570943</u></b>, located on CR 60/Paxton Road over Hatchers Branch in Charlton County utilized an off-site detour in order to replace the bridge at its existing location. The proposed bridge was 75-feet-long with 11-foot lanes and 4-foot rural shoulders. The project avoided impacts to an existing sewer lift station located near the southeast side of the proposed bridge. A PDOH was required as part of the environmental process.</p> <p>Holt Consulting’s responsibilities included project management, concept development, preliminary plans, public involvement, right-of-way plans, and final plans as part of their scope. The projects also required environmental documents, development of maintenance of traffic plans and/or off-site detour maps including detour signing, pavement marking and signing, hydraulic and erosion control, geotechnical analysis, and utility relocation plans.</p>					<div>PI 570943</div>													
			<table><tr><th colspan="2">Key Project Relevance</th></tr><tr><td>• Traffic/MOT/Off-site Detour Plans</td><td>• Environmental Support/Compliance</td></tr><tr><td>• Geotechnical Design</td><td>• Bridge Replacement</td></tr><tr><td>• Utility Coordination</td><td></td></tr><tr><td>• Public Involvement</td><td>• Design Management</td></tr><tr><td>• Concurrent design on multiple bridge sites</td><td>• Concept Development through Final Construction Plan Development</td></tr></table>	Key Project Relevance		• Traffic/MOT/Off-site Detour Plans	• Environmental Support/Compliance	• Geotechnical Design	• Bridge Replacement	• Utility Coordination		• Public Involvement	• Design Management	• Concurrent design on multiple bridge sites	• Concept Development through Final Construction Plan Development	<table><tr><th>Key Team Members Involved</th></tr><tr><td><b>Daniel Atkinson</b></td></tr></table>	Key Team Members Involved	<b>Daniel Atkinson</b>
Key Project Relevance																		
• Traffic/MOT/Off-site Detour Plans	• Environmental Support/Compliance																	
• Geotechnical Design	• Bridge Replacement																	
• Utility Coordination																		
• Public Involvement	• Design Management																	
• Concurrent design on multiple bridge sites	• Concept Development through Final Construction Plan Development																	
Key Team Members Involved																		
<b>Daniel Atkinson</b>																		
h. Self-Assessment. The information provided in this section should be a self-assessment of Holt’s performance on the project to identify Holt personnel that have successfully completed projects on time and on or under budget, and to identify Holt’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.																		
<p>Holt was able to work with GDOT to maintain the schedule and budget while developing and completing design for all bridge sites. A CPM schedule was developed and implemented by the project manager which resulted EXCELLENT scores and reviews from GDOT staff as shown below:</p> <p><b><u>PI 0013713 - Final Field Plan:</u></b> Presentation- <i>Excellent</i>, Judgement-<i>Excellent</i>, Environmental- <i>Excellent</i>, Right-of-Way-<i>Excellent</i>, Utility-<i>Excellent</i>, Constructability-<i>Good</i>, and Schedule-<i>Good</i></p> <p><b><u>PI 0013818 - Final Field Plan:</u></b> Presentation- <i>Excellent</i>, Judgement-<i>Excellent</i>, Environmental- <i>Marginal</i>, Right-of-Way-<i>Excellent</i>, Utility-<i>Good</i>, Constructability-<i>Excellent</i>, and Schedule-<i>Good</i></p> <p><b><u>PI 0013822 - Final Field Plan:</u></b> Presentation- <i>Excellent</i>, Judgement-<i>Excellent</i>, Environmental- <i>Excellent</i>, Right-of-Way-<i>Excellent</i>, Utility- <i>Excellent</i>, Constructability-<i>Excellent</i>, and Schedule- <i>Excellent</i></p> <p><b><u>PI 570943 - Final Field Plan:</u></b> Presentation- <i>Adequate</i>, Judgement-<i>Good</i>, Environmental- <i>Adequate</i>, Right-of-Way- <i>Adequate</i>, Utility- <i>Good</i>, Constructability- <i>Excellent</i>, and Schedule- <i>Adequate</i></p>																		
i. Quality Initiatives. Discuss 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>Holt and all other firms on this design team delivered the project design on time and on budget with excellent quality. The Team did not incur delays or claims, dispute proceedings, litigations, or arbitration. The Team received above average evaluation scores from GDOT.</p>																		
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, firm shall provide a detailed explanation below.																		
<p><i>Not Applicable – All questions are answered with a “NO”.</i></p>																		





**HOLT**  
CONSULTING COMPANY, LLC.

**SCDOT**



# APPENDIX C

Work History and Quality Form - Contractor/Designer (3.5.2)



1515 SHOPTON RD. • CHARLOTTE, NC 28217 • (704) 676-9992 • FAX (704) 676-9923 • WWW.ESWAGNER.COM

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July 21, 2023

**RE: Quality of Past Performance**  
Bridge Package 20 – Design Build Project  
Contract ID: 5462320  
County: Chesterfield, Fairfield, Lancaster & York

To whom it may concern,

E.S. Wagner Company, LLC answers “No” to all question in 3.5.2 of the above referenced Request for Qualifications for all projects, including projects submitted on the included Work History and Quality Form.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tom Watson', with a stylized flourish at the end.

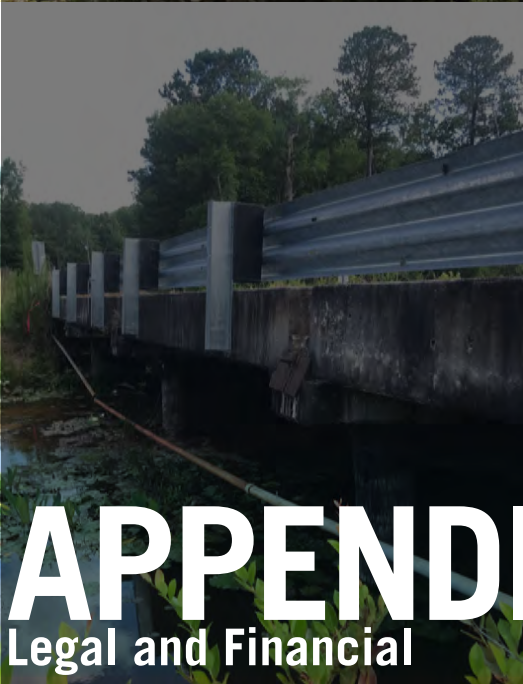
Tom Watson  
(864) 884-0400  
twatson@eswagner.com  
Senior Vice President & General Manager  
E.S. Wagner Co., LLC





**HOLT**  
CONSULTING COMPANY, LLC.

**SCDOT**



# APPENDIX D

Legal and Financial



1515 SHOPTON ROAD, SUITE 103 • CHARLOTTE, NC 28217 • P: (704) 676-9992 • F: (704) 676-9923 • WWW.ESWAGNER.COM

E.S. Wagner Company LLC has the financial capacity and the resources necessary to complete the Project as proposed in the RFQ.

A handwritten signature in blue ink, appearing to read 'John C. Wagner'.

John C. Wagner  
Executive Vice President

State of Ohio  
County of Lucas

Sworn to or affirmed and subscribed before me by John C. Wagner on this 21 day of July, 2023.

A handwritten signature in blue ink, appearing to read 'Robyn Mack'.

Signature of Notary Public



ROBYN MACK  
Notary Public  
State of Ohio  
My Comm. Expires  
April 13, 2026



Hartford Fire Insurance Company  
Detroit Regional Office Bond Dept.  
5445 Corporate Drive Suite 300  
Troy, MI 48098

July 21, 2023

**RE:** E.S. Wagner Company  
Request for Qualifications  
SCDOT Bridge Package 20

To whom it may concern:

Hartford Fire Insurance Company (Hartford) has issued surety bonds to E.S. Wagner Company (Wagner) since 2007, during which time we have favorably considered single projects up to \$200 million and aggregate bond programs in excess of \$500 million. Our experience with Wagner has been excellent and we highly recommend them to you.

As surety for E.S. Wagner Company, Hartford will favorably consider providing a 100% Performance Bond and 100% Payment Bond for the captioned project, provided a contract is awarded to and executed by Wagner.

Hartford Fire Insurance Company is licensed in South Carolina and is listed on the U.S. Treasury Department's Listing of Approved Sureties (2023 Department Circular 570), with an underwriting limitation of \$1,164,357,000 and is rated A+ XV by A.M. Best Company.

Please understand that any arrangement for any bonds is a matter between E.S. Wagner Company and Hartford, and we assume no liability to third parties or to you if, for any reason, we do not issue the requested bonds. Hartford expressly reserves the right to review the terms and conditions of the contract, contract amount and bond form, evaluate pertinent underwriting data, and verify the adequacy of project financing prior to the issuance of bonds for the referenced project.

Sincerely,

Mark J. Mulville, CPCU  
Regional Bond Manager  
Hartford Fire Insurance Company



# POWER OF ATTORNEY

Direct Inquiries/Claims to:

THE HARTFORD

BOND, T-12

One Hartford Plaza

Hartford, Connecticut 06155

[Bond.Claims@thehartford.com](mailto:Bond.Claims@thehartford.com)

call: 888-266-3488 or fax: 860-757-5835

Agency Code: n/a (Detroit Bond Dept)

KNOW ALL PERSONS BY THESE PRESENTS THAT:

- ☒ **Hartford Fire Insurance Company**, a corporation duly organized under the laws of the State of Connecticut  
☒ **Hartford Casualty Insurance Company**, a corporation duly organized under the laws of the State of Indiana  
☒ **Hartford Accident and Indemnity Company**, a corporation duly organized under the laws of the State of Connecticut  
☐ **Hartford Underwriters Insurance Company**, a corporation duly organized under the laws of the State of Connecticut  
☐ **Twin City Fire Insurance Company**, a corporation duly organized under the laws of the State of Indiana  
☐ **Hartford Insurance Company of Illinois**, a corporation duly organized under the laws of the State of Illinois  
☐ **Hartford Insurance Company of the Midwest**, a corporation duly organized under the laws of the State of Indiana  
☐ **Hartford Insurance Company of the Southeast**, a corporation duly organized under the laws of the State of Florida

having their home office in Hartford, Connecticut, (hereinafter collectively referred to as the "Companies") do hereby make, constitute and appoint, **up to the amount of unlimited:**

*Douglas F. Burgher, Jr., Mark J. Mulville, Seira Bonney, Nora Rodriguez, Jamie K Garofalo,  
Kylee A Macik, Christina A Scantland, Carrie Robinson, Jacob Snyder, Shane Stubblefield, Tyler Beery*  
of  
Troy, MI

their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign its name as surety(ies) only as delineated above by ☒ and to execute, seal and acknowledge any and all bonds, undertakings, contracts and other written instruments in the nature thereof, on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

**In Witness Whereof**, and as authorized by a Resolution of the Board of Directors of the Companies on May 23, 2016 the Companies have caused these presents to be signed by its Assistant Vice President and its corporate seals to be hereto affixed, duly attested by its Assistant Secretary. Further, pursuant to Resolution of the Board of Directors of the Companies, the Companies hereby unambiguously affirm that they are and will be bound by any mechanically applied signatures applied to this Power of Attorney.



*Shelby Wiggins*

Shelby Wiggins, Assistant Secretary

*Joelle L. LaPierre*

Joelle L. LaPierre, Assistant Vice President

STATE OF FLORIDA

COUNTY OF SEMINOLE

ss. Lake Mary

On this 20th day of May, 2021, before me personally came Joelle LaPierre, to me known, who being by me duly sworn, did depose and say: that (s)he resides in Seminole County, State of Florida; that (s)he is the Assistant Vice President of the Companies, the corporations described in and which executed the above instrument; that (s)he knows the seals of the said corporations; that the seals affixed to the said instrument are such corporate seals; that they were so affixed by authority of the Boards of Directors of said corporations and that (s)he signed his/her name thereto by like authority.



*Jessica Ciccone*

Jessica Ciccone  
My Commission HH 122280  
Expires June 20, 2025

I, the undersigned, Assistant Vice President of the Companies, DO HEREBY CERTIFY that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is still in full force effective as of .

Signed and sealed in Lake Mary, Florida.



*Keith D. Dozois*

Keith D. Dozois, Assistant Vice President





Columbia, South Carolina

**SOUTH CAROLINA DEPARTMENT  
OF  
TRANSPORTATION**

**PRIME CONTRACTOR**

**PREQUALIFICATION CERTIFICATE**

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

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

**E.S. WAGNER COMPANY LLC**

**Vendor ID: 1TH039**

**Issued : June 21, 2023**

**Expires: July 31, 2024**

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



**HOLT**  
CONSULTING COMPANY, LLC.

**SCDOT**



# 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:

- ☒ Determined that no potential organizational conflict of interest exists.  
☐ Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

  
\_\_\_\_\_  
Signature

7/24/2023  
Date

Tom Watson  
Print Name

E. S. Wagner Co., LLC  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company



# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

  X   Determined that no potential organizational conflict of interest exists.

       Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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



Signature

07/24/2023

Date

Paul Albert Holt, PE

Print Name

Holt Consulting Company, LLC

Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company



**HOLT**  
CONSULTING COMPANY, LLC.

**SCDOT**



# APPENDIX F

Confidential or Proprietary Information Summary List



1515 SHOPTON RD. • CHARLOTTE, NC 28217 • (704) 676-9992 • FAX (704) 676-9923 • WWW.ESWAGNER.COM

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July 21, 2023

**RE: Confidential or Proprietary Information**  
Bridge Package 20 – Design Build Project  
Contract ID: 5462320  
County: Chesterfield, Fairfield, Lancaster & York

To whom it may concern,

There are no items in ES Wagner's Statement of Qualifications for the above referenced project that require confidentiality.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tom Watson', is written over a light blue horizontal line.

Tom Watson  
(864) 884-0400  
twatson@eswagner.com  
Senior Vice President & General Manager  
E.S. Wagner Co., LLC





**HOLT**  
CONSULTING COMPANY, LLC.

**SCDOT**



# APPENDIX G

Addendum Receipt Form



South Carolina  
Department of Transportation

## NOTICE TO PROPOSERS

Bridge Package 20

Design-Build – Contract ID 5462320

Chesterfield, Fairfield, Lancaster, and York Counties

### Addendum 1

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

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

#### Confirmation Statement:

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

PROPOSER's Signature

7/24/2023

Date

Tom Watson

Printed Name

For: ES Wagner - Holt Design - Build Team  
Design-Build Team Name







**HOLT**  
CONSULTING COMPANY, LLC.

**SCDOT**



# APPENDIX H

Key Individual and Contractor/Designer Reference Forms



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
References from Key Individual Resume Forms						
<a href="mailto:aschley@ncdot.gov">aschley@ncdot.gov</a>	Anne	Schley	Tom Watson	Shelby Bypass III-C203905	General Manager	E.S. Wagner
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	Tom Watson	Mount Lebanon Church Road Bridge Replacement	General Manager	E.S. Wagner
<a href="mailto:jmparkerjr@ncdot.gov">jmparkerjr@ncdot.gov</a>	Michael	Parker	Tom Watson	NCDOT Express Design Build Year 6 Bridge Replacements-C203950	General Manager	E.S. Wagner
<a href="mailto:yarborouwd@scdot.org">yarborouwd@scdot.org</a>	William	Yarborough	Tom Watson	US 29 Bridge Replacement	General Manager	E.S. Wagner
<a href="mailto:dwaller@ncdot.gov">dwaller@ncdot.gov</a>	Darrin	Waller	Tom Watson	NCDOT Monroe Bypass Design-Build	General Manager	E.S. Wagner
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	Scott Boyle	Mount Lebanon Church Road Bridge Replacement	Area Manager	E.S. Wagner
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	Scott Boyle	SCDOT Emergency Bridge Replacement - S-92 (Groce Meadows Road ) over Beaverdam Creek	Area Manager	E.S. Wagner
<a href="mailto:lbshaver1@ncdot.gov">lbshaver1@ncdot.gov</a>	Larry	Shaver	Scott Boyle	NCDOT Design Build I-85 Widening, I-2304AB, Davidson Co.	Area Manager	E.S. Wagner
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	Scott Boyle	SC 85 Bridge Replacements over S-995, S-2, and Lawson Creek	Area Manager	E.S. Wagner
<a href="mailto:yarborouwd@scdot.org">yarborouwd@scdot.org</a>	William	Yarborough	Tom Watson	US 29 Bridge Replacement	Area Manager	E.S. Wagner
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	John Cummins	Mount Lebanon Church Road Bridge Replacement	Structures Operations Manager	E.S. Wagner
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	John Cummins	SCDOT Emergency Bridge Replacement - S-92 (Groce Meadows Road ) over Beaverdam Creek	General Structure Superintendent	E.S. Wagner
<a href="mailto:aschley@ncdot.gov">aschley@ncdot.gov</a>	Anne	Schley	John Cummins	Shelby Bypass III-C203905	Structures Operations Manager	E.S. Wagner
<a href="mailto:jpartin@ncdot.gov">jpartin@ncdot.gov</a>	John	Partin	John Cummins	NCDOT Express Design Build Replacements - Division 8	General Structure Superintendent	E.S. Wagner
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	John Cummins	SC 85 Bridge Replacements over S-995, S-2, and Lawson Creek	Structures Operations Manager	E.S. Wagner
<a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>	Michael	Pitts	Daniel Atkinson	Emergency Bridge Package 2020-1 DB	Lead Roadway Engineer	Holt
<a href="mailto:mattoxjh@scdot.org">mattoxjh@scdot.org</a>	Jae	Mattox	Daniel Atkinson	Emergency Bridge Package 2018-2A	Lead Roadway Engineer	Holt
<a href="mailto:bostictl@scdot.org">bostictl@scdot.org</a>	Tameika	Bostic	Daniel Atkinson	S-195 Bridge Replacement over Camp Creek	Lead Design Engineer (PM and Roadway Lead)	Holt
<a href="mailto:bostictl@scdot.org">bostictl@scdot.org</a>	Tameika	Bostic	Daniel Atkinson	S-258 Bridge Replacement over Thorntree Creek	Lead Design Engineer (PM and Roadway Lead)	Holt
<a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>	Michael	Pitts	Daniel Atkinson	8862230 Design Build Bridge Package 15, Anderson, Chester, Chesterfiled, and Lancaster Counties	Lead Design Engineer	Holt



Email	First Name	Last Name	Company Name	Project Name	Team
<b>References from 3.3.1- Not Shown on Work History</b>					
<a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>	Michael	Pitts	SCDOT	Bridge Package 15, Chesterfield, Lancaster, Anderson & Chester Counties	E.S. Wagner, Holt, 3 Oaks, FME, ATL
<a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>	Michael	Pitts	SCDOT	Bridge Package 16, Pickens County	E.S. Wagner, Holt
<a href="mailto:McClureDE@scdot.org">McClureDE@scdot.org</a>	Doug	McClure	SCDOT	SC 85 RBO S-995 & NSRR & SC 85 NB RBO Lawson Fork Creek	E.S. Wagner, FME
<a href="mailto:jmparkerjr@ncdot.gov">jmparkerjr@ncdot.gov</a>	Michael	Parker	NCDOT	S-1550 Replace Bridge 200 over Bear Swamp	E.S. Wagner, FME
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	SCDOT	S-278/S-75 over Middle Tyger River & Tributary Greenville County	E.S. Wagner
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	SCDOT	S-92 Emergency Bridge Replacement over Beaverdam	E.S. Wagner
<a href="mailto:dknight@solidwasteauthority.org">dknight@solidwasteauthority.org</a>	Danny	Knight	Horry County Solid Waste Authority	Horry County Solid Waste Authority Landfill Expansion Bridge	E.S. Wagner
<a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>	Michael	Pitts	SCDOT	Emergency Bridge Package 2020-1 DB	Holt, 3Oaks, FME
<a href="mailto:Stephen.Staley@kershaw.sc.gov">Stephen.Staley@kershaw.sc.gov</a>	Stephen	Staley	Kershaw County	Richland County Penny On-Call	Holt, 3 Oaks, FME, D&F
<a href="mailto:redfearnwt@scdot.org">redfearnwt@scdot.org</a>	Tyke	Redfearn	SCDOT	SC 72 Bridge Replacement Project	Holt, 3Oaks, FME
<a href="mailto:bostictl@scdot.org">bostictl@scdot.org</a>	Tameika	Bostic	SCDOT	S-195 over Camp Creek Bridge Replacement Lancaster County	Holt
<a href="mailto:bostictl@scdot.org">bostictl@scdot.org</a>	Tameika	Bostic	SCDOT	S-258 over ThornTree Creek Bridge Replacement Fairfield County	Holt, 3 Oaks
<a href="mailto:mattoxjh@scdot.org">mattoxjh@scdot.org</a>	Jae	Mattox	SCDOT	Emergency Bridge Package 2018-2A, Marlboro & Dillon Cos.	Holt, 3Oaks
<a href="mailto:scovilleHC@scdot.org">scovilleHC@scdot.org</a>	Clint	Scoville	SCDOT	S-285 (airport Rd.) Bridge Replacement over Rocky Creek	D&F, 3Oaks
<a href="mailto:McIntyre@scdot.org">McIntyre@scdot.org</a>	Joey	McIntyre	SCDOT	US 378 (Sunset Blvd.) Bridge Replacement over Twelve Mile Creek	FME, D&F, 3Oaks
<a href="mailto:lbates@republiccontracting.com">lbates@republiccontracting.com</a>	Larry	Bates	Republic Contracing	Dorchester County Design Build Bridge Bundle	Holt, FME, Freehold Focus
<b>References from Work History Forms 3.5.1</b>					
<a href="mailto:jsalisbury@ncdot.org">jsalisbury@ncdot.org</a>	Jason	Salisbury	NCDOT	NCDOT Express Design Build Year 6 District 6 Bridge Replacement	E.S. Wagner
<a href="mailto:fowlerjm@scdot.org">fowlerjm@scdot.org</a>	Joseph	Fowler	SCDOT	Mount Lebanon Church Road Bridge Replacement	E.S. Wagner
<a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>	Michael	Pitts	SCDOT	Emergency Bridge Package 2020-1 DB	Holt
<a href="mailto:dcameron@dot.ga.gov">dcameron@dot.ga.gov</a>	Derrick	Cameron	GDOT	2016 Bridge Batch # 2 - Contract 8 Location: Brantley, Atkinson, Clinch, & Charlton Counties, GA	Holt

