



E.S. WAGNER CO., LLC

HOLT

CONSULTING COMPANY, LLC.



BRIDGE PACKAGE 27

Design-Build Project | Contract ID 5570770

Dillon and Marlboro Counties | April 24, 2025



**S-58 over Beaverdam Creek
Dillon County**



**SC 83 over the Little Pee Dee River
Marlboro County**

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

Navigation Buttons are located on the bottom of every page to take you directly to a section or to the previous page by clicking ↩



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

3.2 INTRODUCTION

3.2.1-3.2.4 CONTRACTING ENTITY & POINTS OF CONTACT | E.S. Wagner Company, LLC (ESW) will be the lead Contracting Entity responsible for the successful delivery of this Design-Build (DB) Bridge Package 27. 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 design-bid-build (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 projects, simultaneously. The company has expertise and experience including, but not limited to, bridge and roadway construction, erosion control, deep foundation systems (piles and shafts), steel erection, concrete paving, retaining walls and environmental remediation. ESW has enlisted the design proficiency, knowledge, and resources of Holt Consulting Company, LLC, the lead designers on Bridge Packages 15 and 20, to serve as the prime consulting firm responsible for the overall design. Holt will be supported by trusted subconsultants that specialize in various disciplines including geotechnical design, utility coordination, and environmental permitting.

Contracting Entity:

E.S. Wagner Company, LLC



Contract / Managing Office & Lead Contractor:

Samuel Thomas "Tom" Watson, PE

1515 Shopton Road, Suite 103
Charlotte, NC 28217
864.884.0400 | mobile
twatson@eswagner.com
Unique Entity ID: XL5LZ9NR4PU5

Lead Designer:

Daniel Mitchell Atkinson, PE, Assoc. DBIA

2801 Devine Street, Suite 201
Columbia, SC 29205
803.908.9605 | mobile
803.771.HOLT (4658) | office
datkinson@holtconsultingco.com
Unique Entity ID: UKMCJFQWB7J3

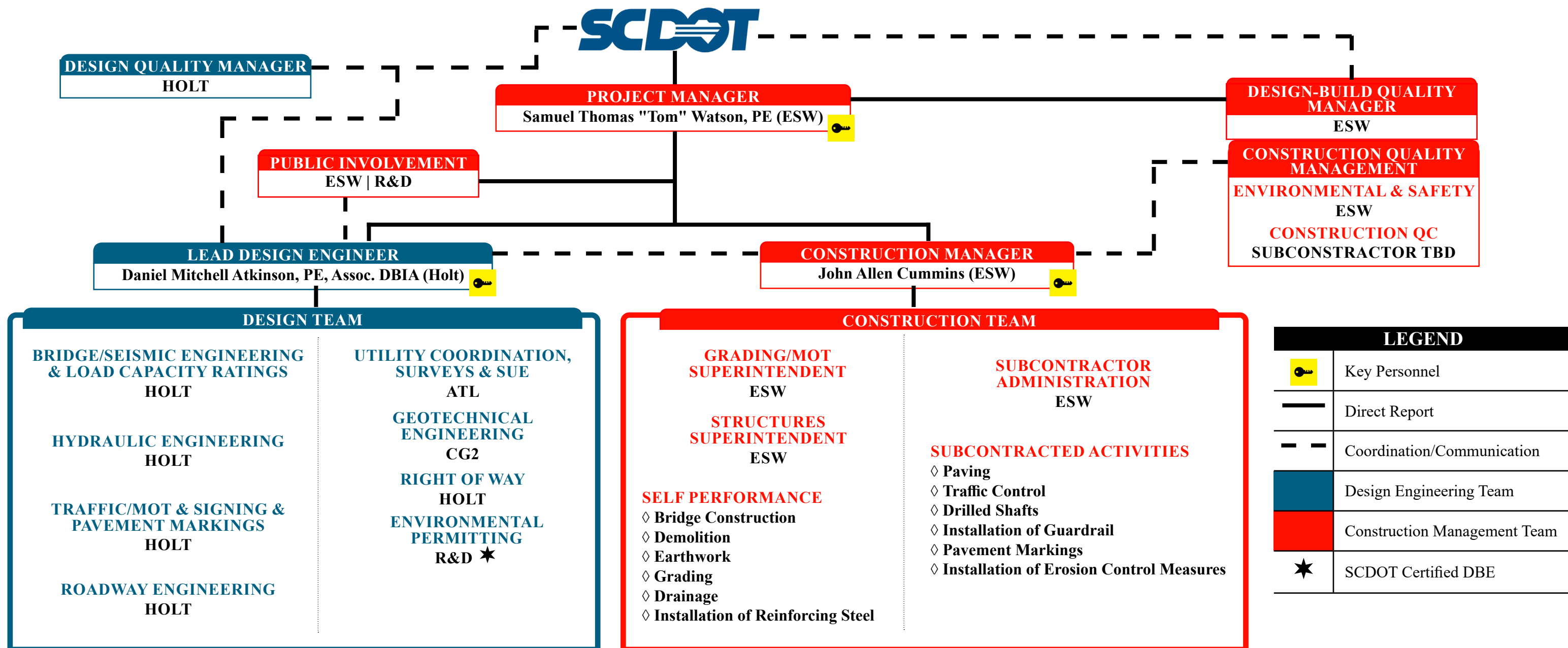


3.2.5 COMMITMENT OF KEY INDIVIDUALS | ESW and Holt commit Tom Watson, John Cummins, and Daniel Atkinson (key individuals) to the project to the extent necessary to meet SCDOT's expectations. Our key individuals are fully committed to this project, driven to meet and exceed SCDOT's quality and schedule 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 and be the main point of contact with SCDOT. Daniel will lead the design, permitting, right of way acquisition, and utility coordination services. John Cummins will lead the construction effort. The below chart shows the functional structure of our integrated team.



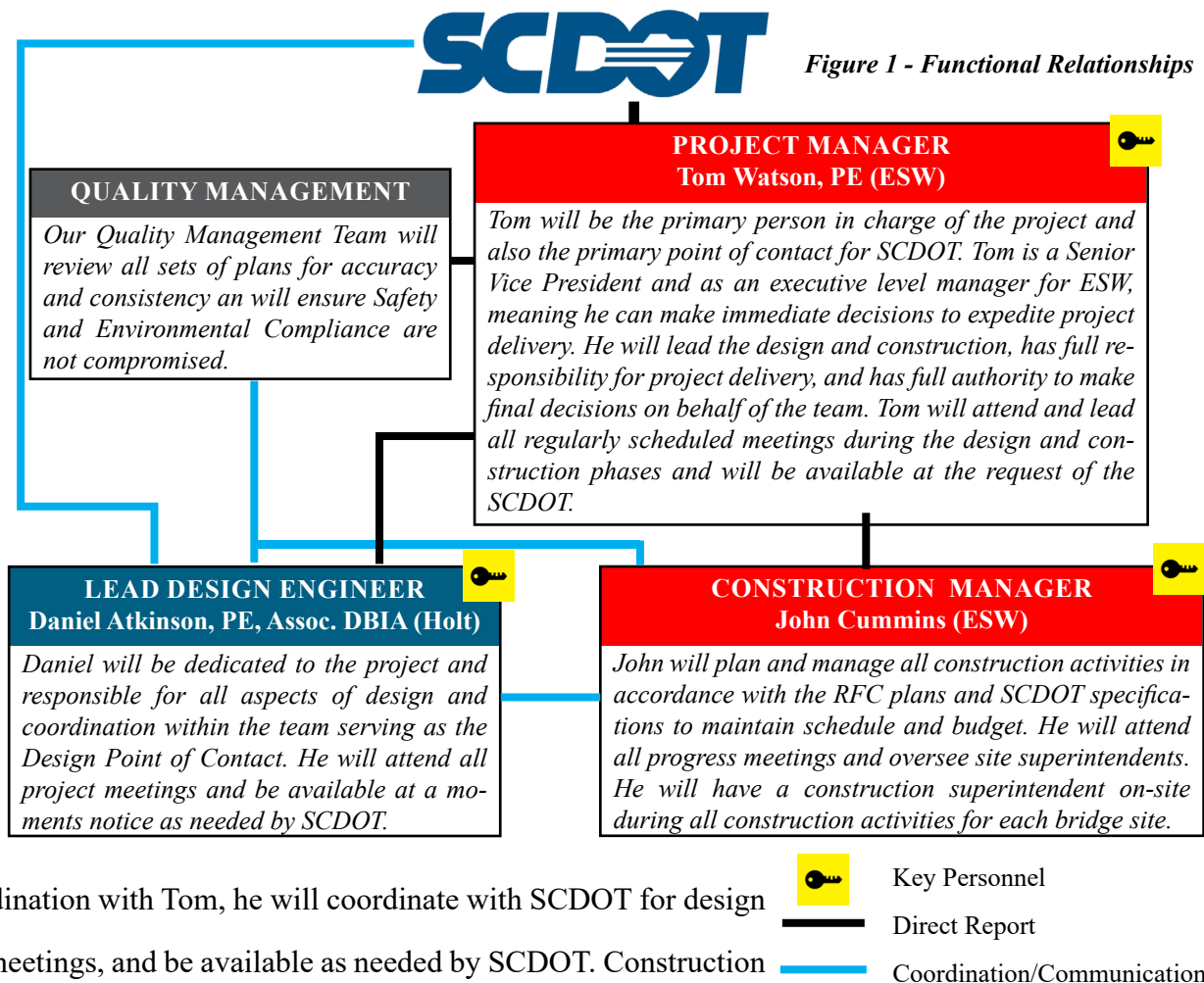
TEAM MEMBER			
ESW	E.S. Wagner Company, LLC	CG2	Carolina Geotechnical Group, LLC
HOLT	Holt Consulting Company, LLC	R&D	Robbins & DeWitt, LLC
ATL	Atlas Technical Consultants, LLC		

Functional Relationships | What helps set the ESW

team apart is our team's Key Individuals have recent SCDOT DB experience. We recently completed Bridge Package 15, and are finalizing design on the last bridge of Bridge Package 20 with construction complete on one (1) site and underway on two (2) sites. 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 be the daily contact for communications with SCDOT and the primary/overall project contact. [Daniel Atkinson, PE](#) will be the Lead Design Engineer and be the primary point of contact for design, plan development, right-of-

way, utilities, and permitting. In addition to daily coordination with Tom, he will coordinate with SCDOT for design reviews and project documentation; attend all routine meetings, and be available as needed by SCDOT. Construction Manager (CM) [John Cummins](#) will manage construction activities and will be the primary contact for the SCDOT Resident Construction Engineer. These are the same roles these key individuals held on the recently completed Bridge Package 15 and currently hold on for Bridge Package 20. **Figure 1** shows our team's individual responsibilities and relationships with one another and SCDOT. It highlights effective methods utilized to coordinate activities and responsibilities of the team including the responsibilities of key individuals within our team's leadership.

Team Integration | Our team has a history of successful teaming experience designing and constructing similar types of bridge replacement projects utilizing DB methods, as well as, DBB bridges. We will leverage this experience to provide added value to SCDOT. Our PM 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 and lessons learned from Bridge Packages 15 and 20, described further in [Table 2](#), as well as Bridge Package 19, which utilizes new Bridge Design Standards, and other completed projects to guide our team through the procurement, design, and construction phases.

To promote integration and create a cohesive team, we will hold weekly coordination meetings between the design and construction disciplines to discuss span configurations, project schedule, constructibility, safety and risks, to ensure all necessary items are covered to successfully complete the project. This minimizes risk and ensures the design and construction teams are maintaining communication throughout all phases of the project. **Table 1** (below) highlights and summarizes our integrated delivery process, organizational coordination, and 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 and lead all progress meetings.

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 team will hold project status meetings from design through construction. These meetings promote collaboration amongst the design and construction sides, which allows for planning, constructibility, and scheduling to be discussed and then executed effectively throughout the project life.

The PM and Lead Design Engineer will be in constant contact through proposal development to limit project risk, review project schedules, develop the preferred alternative for construction, and determine resource allocation to complete the project.

Once the highest weighted score has been determined, our team will meet with SCDOT to discuss any potential areas of concern regarding the submitted RFP plans and project commitments.

A pre-construction meeting will be held with SCDOT upon notification of award and signing of the contract to include the DB team, SCDOT, key subcontractors, and utility companies.

Once a set of plans is under review by SCDOT, the design team will begin developing the next plan set for submittal to SCDOT. This concurrent design and construction approach will **expedite reviews and allow the simpler bridge site with less risks to be constructed in the front end.**

Our team will use Bluebeam's Studio feature to track internal quality assurance and constructibility reviews. We will use Microsoft SharePoint to create a project file and Microsoft Teams to hold weekly team meetings.


During construction, the design team will support the construction team by reviewing RFI's and Change Requests to prevent field items from interfering with schedule.

Firms and Key Individuals Prior Work Experience and Teaming Success | ESW and Holt know successful teams are built on trust gained through relationships developed over time. As a proven successful team, ESW has partnered with Holt on [Bridge Package 15](#) and [Bridge Package 20](#), and unsuccessful bids of Bridge Package 16, 30 and 32. Both ESW and Holt have completed multiple DB and 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. When ESW was awarded the S-75 (Mount Lebanon

Church Road) Bridge Replacements in Greenville, they experienced significant scope increases with the addition of emergency repairs to a box culvert. ESW was able to integrate the repair into their work, keep the project ahead of schedule, and finish under the initial contract amount, serving as a testament to their resourcefulness. **Table 2** below highlights our successful projects and teaming relationships.


TABLE 2: PREVIOUS TEAMING RELATIONSHIPS

SCDOT Bridge Package 15 2022 – February 2025	
Description	DB Bridge Replacement of 4 structures (3 LVB and 1 standard).
Status	Completed
Teaming & Collaboration	ESW - Lead Contractor, Holt - Lead Designer, CG2 - Geotechnical Design, ATL - Utility Coordination,
Key Individuals Involved	ESW - Tom Watson (PM), John Cummins (CM) Holt - Daniel Atkinson (Lead Design Engineer)
References	Design: SCDOT, Michael Pitts, PittsME@SCDOT.org, 803.737.2566 Construction: SCDOT, Jesse Hames, HamesJA@scdot.org, 864.490.9910
Added Value and Quality	During construction activities for Package 15, a nearby bridge site included in Package 20, S-20 over Hogfork Creek, was needed to be opened by SCDOT. The S-20 bridge was design, constructed and opened to the public during Bridge Package 15's contract time, and Bridge Package 15 was still able to reach substantial completion during the original contract time. See Added Value and Quality discussion regarding the S-20 site on Bridge Package below.



Click [HERE](#) for additional information and similarities to Package 27

S-108 over Brown Creek

SCDOT Bridge Package 20 2023 – Current		
Description	DB Bridge Replacement of 7 structures (4 LVB and 3 standard)	
Status	Design: RFC plans completed for S-20, S-130, S-296, S-531, S-998, S-1086. S-292 anticipated (04/25/2025) Construction: S-20 completed (09/25/24). Underway S-531, S-130, and S-296.	
Teaming & Collaboration	ESW - Lead Contractor, Holt - Lead Designer, ATL - Utility Coordination	
Key Individuals Involved	ESW - Tom Watson (PM), John Cummins (CM) Holt - Daniel Atkinson (Lead Design Engineer)	
References	Design: SCDOT, Michael Pitts, PittsME@SCDOT.org, 803.737.2566 Construction: SCDOT, Jesse Hames, HamesJA@scdot.org, 864.490.9910	
Added Value and Quality	To open the S-20 over Hogfork Creek Bridge early to accommodate a significant event in the area, SCDOT and the DB team collaborated to determine how to accomplish this feat. Through this effort SCDOT committed to 5-day review times, and the DB team committed to responding and revising plans within 3-days. SCDOT also allowed ESW to pause work on Bridge Package 15 and reallocate those resources to the S-20 site. This collaborative effort resulted in signed and sealed construction plans for the S-20 site 41-days after NTP was issued for the project. The bridge opened 203 days earlier than originally scheduled.	

Click [HERE](#) for additional information and similarities to Package 27

S-20 over Hogfork Branch

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 with identified potential challenges and mitigation efforts to be considered at each site are represented in the tables below. 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.

TABLE 3: PACKAGE 27 DESIGN CONSIDERATIONS AND APPROACH

S-58 over Beaverdam Creek | Dillon County

Considerations & Challenges	Approach
Design Criteria	Utilize PCDM-11 (2024) SCDOT Low Volume Bridge Design Criteria (LVB).
Hydraulic Modeling and Bridge Lengths	The site is within a FEMA Zone A area and we will work to obtain a "No-Rise" certification. The future bridge length will follow LVB providing 5' offset from top of bank. Freeboard will be at least 1' above the 100-yr event and backwater shall maintain or improve the existing conditions.
Telecom Utility Conflicts and Relocations	Charter/Spectrum and ATT/D have buried fiber requiring relocation prior to construction. Early coordination with Charter/Spectrum and ATT/D will be crucial so they have sufficient time to relocate their lines. Our goal is to have the telecoms bored at the same time and in the same location to minimize the potential for relocating these fibers back into conflicting locations.
Electric Utility Conflicts and Relocations	Duke Energy appears to meet the 30' minimum offset from the centerline of the road; their overhead single-phase primary should not be a conflict with construction. This will be investigated further during design.
Wet Utility Relocations and ACT 36	Tri-County Water Company has a water main that is currently cut and capped at the bridge. To build the new structure, the water main will need to be capped further away from the current capped location. We will work closely with Tri-County Water to minimize impacts and work early with them for ACT 36 reimbursement.
Environmental Permitting and Wetland Impacts	Utilize multi-span bridge to minimize stream and wetland impacts. Design roadway profile to be as low as possible, while still meeting LVB requirements. Utilize guardrail, or if allowed, compressed shoulder guardrail to steepen slopes and reduce wetland impacts. If minimal impacts are can be achieved, a Nationwide Permit 3 (Maintenance) or the SCDOT Regional General Permit (RGP) 4 could be used.
Section 106 / Section 4(f) Permitting	Develop design to avoid hitting the existing building and/or comply with any environmental commitments associated with the resource.
Bridge Construction Access	The use of top down construction methods and/or the use of larger cranes will be evaluated during the design phase to minimize construction impacts to the surrounding environment.
Interior Bents	Review geotechnical information to determine if pre-stressed concrete piles can be utilized at interior bents, similar to ESW Mount Lebanon over Middle Tyger River bridge replacements and Holt's work on Emergency Package 2018-2A in Marlboro and Dillon County Bridge Locations.
Scheduling	Develop the project schedule to allow for an early clearing and grubbing package once ROW plans are approved. This allows the contractor to clear and grub an entire site allowing for utility relocations. This removes potential conflicts which are known to occur when road and bridge construction activities occur simultaneously with utility relocations.
Mitigation	The USACE's Regulatory In-lieu Fee and Bank Information Tracking System (RIBITS) identifies one commercial mitigation bank that serves both projects (Great Pee Dee Mitigation Bank) which currently has sufficient stream and wetland credits to satisfy the project's needs.

SC 83 over the Little Peedee River | Marlboro County

Considerations & Challenges	Approach
Design Criteria	Utilize SCDOT Standard Design Criteria.
Hydraulic Modeling and Bridge Lengths	The site is within a FEMA Zone A area and we will work to obtain a "No-Rise" certification. The future bridge will be designed per Hydraulic Design Bulletin 2019-4 following top of bank setback requirements which state to provide at a minimum of 10' offset from top of bank.
Interior Bents	Review geotechnical information to determine if pre-stressed concrete piles can be utilized at interior bents, similar to ESW Mount Lebanon over Middle Tyger River bridge replacements and Holt's work on Emergency Package 2018-2A in Marlboro and Dillon County Bridge Locations.
Seismic Considerations	The seismic demand and capacity of the proposed bridge will be determined using the SCDOT 2008 Seismic Design Specifications for Bridges and the 9th Edition of the AASHTO LRFD Bridge Design Specifications.
Telecom Utility Conflicts and Relocations	Charter/Spectrum have a buried fiber requiring relocation prior to construction. Early coordination with Charter/Spectrum and will be crucial so they have sufficient time so they can remove their lines currently attached to the existing structure and relocated prior to demolition. Sandhill Telephone has underground and aerial fiber which will both require relocation prior to construction. Our goal is to have both telecoms bored at the same time and in the same location to minimize the potential for relocating these fibers back into conflicting locations.
Electric Utility Conflicts and Relocations	Duke Energy poles will need to be relocated prior to construction as they do not meet the minimum 30' offset from the centerline of the road. Early coordination with Duke will be critical to ensure timely relocation of their pole line. This effort will also ensure Sandhill and Charter have sufficient time to lash their aerial fibers to new Duke poles.
Environmental Permitting and Wetland Impacts	Utilize guardrail, or if allowed, compressed shoulder guardrail to steepen slopes and reduce wetland impacts. If minimal impacts are can be achieved, a Nationwide Permit 3 (Maintenance) or the SCDOT Regional General Permit (RGP) 4 could be used.
Bridge Construction Access	Evaluate utilizing an adjacent work trestle during the design phase to minimize construction impacts to the surrounding environment. Also, where structurally adequate the existing structure may be used for construction access.
State Navigable Waters Permit	Work with SCDES early to obtain the required documentation. The new structure's low chord will be higher than the existing, which will ease the permitting process.
Mitigation	The USACE's Regulatory In-lieu Fee and Bank Information Tracking System (RIBITS) identifies one commercial mitigation bank that serves both projects (Great Pee Dee Mitigation Bank) which currently has sufficient stream and wetland credits to satisfy the project's needs.
Scheduling	Develop the project schedule to allow for an early clearing and grubbing package once ROW plans are approved. This allows the contractor to clear and grub an entire site allowing for utility relocations. This removes potential conflicts which are known to occur when road and bridge construction activities occur simultaneously with utility relocations.

Available Resources and Strategy for Implementation No current or future assignments will affect our team's ability to deliver this project on time. ESW has the financial, equipment, personnel, and technological resources ready and available to meet the needs of this project. ESW has replaced over 40 structurally deficient bridges in the past 10 years throughout southern NC and SC's Pee Dee and Coastal Plain. These bridges have ranged from single-span cored slab bridges over waterways to multi-span poured decks over US routes to 10+ span top-down construction over environmentally sensitive areas. Their prior knowledge, experience, and familiarity with the Pee Dee Region's geotechnical requirements and

TABLE 4: TEAM'S RESOURCE ALLOCATION TO PACKAGE 27

	2025	2026	2027
Design BP 20			
Design BP 27			
Construction BP 27			

The timing of Bridge Package 27 allows our team to transition our team's design and construction resources to BP 27 as shown in the schedule above.

environmental constraints provides SCDOT a qualified and capable team with a thorough understanding on how to complete this package. As illustrated in Table 5 below, our team has extensive resources and equipment to be used for this project.

TABLE 5: CAPACITY, RESOURCES, IMPLEMENTATION STRATEGIES AND ASSIGNMENTS

	E.S. Wagner	Holt		
Capacity & Resources	<ul style="list-style-type: none">• Over 150 full-time employees, approx. 200 seasonal employees• ESW's backlog is currently \$142 million with a total bonding capacity of \$500 million• Minimum of 2 structures crews and 1 grading crew will be committed to this project.• Staff Resources: 15 Carpenters, 8 Laborers, 8 Bridge Supt/Foreman, 6 Crane Operators, 56 Operators General, 5 Drivers, 7 Mechanics• Equipment Resources: 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	<ul style="list-style-type: none">• Holt has 27 SC staff members, supported by 13 additional GA staff• Holt team combines small and local firms (Holt, CG2, and RD) and national firm Atlas to provide SCDOT with a trusted and fully capable partner• Staff Resources available in the Carolinas for Package 27:<ul style="list-style-type: none">• Roadway Engineers — Holt: 10• Structural Engineers — Holt: 4• Hydraulic Engineers — Holt: 2• Geotechnical Engineers — CG2: 9• Environmental Scientists — RD: 4• Row Agents — Holt: 2		
Strategies to Implement Resources	<ul style="list-style-type: none">• Experienced PM, APM, and Construction manager• 6 structures crews and 12 grading/drainage crews and associated equipment in the Carolinas• 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.• Will self perform all primary elements of work.• ESW will utilize crews in the region, not involved with Bridge Package 20 providing immediate construction resources. Bridge crews involved on Package 20 will be available in March 2026, when Package 20 is complete.	<ul style="list-style-type: none">• Experienced Lead Design Engineer who understands the SCDOT design submittal/ review process, policies, and procedures.• Previous working relationships with each team member.• Staffing resources to allow concurrent designs which accelerates the design schedule.• Will incorporate experience and knowledge gained from the Lead Design Engineer for Bridge Package 15 and Bridge Package 20.• Design for Package 20 will be completed the end of April 2025 allowing the design team to seamlessly transition into pursuit and design services for this package.• All sites are within 1-1.5 hours of our Grand Strand office or 2-2.5 hours of our Columbia headquarters allowing for site visits and field meetings to occur, and a recap meeting held afterwards.		
Team Assignments	Self-Perform: <ul style="list-style-type: none">• Construction Management, Pile Foundations,• Beam Erection, Structural Concrete, Barrier Wall Site Grading, Demolition, Storm Drainage, Rip Rap Protection• Subcontractor Assistance	Sub-Contract: <ul style="list-style-type: none">• Drilled Shafts, Paving, Traffic Control, Guardrail• Installation, Pavement Markings, Erosion Control• Installation, Seeding, Disposal of Hazardous Materials,• Clearing and Grubbing	<ul style="list-style-type: none">• Structural/Bridge/Seismic: Holt• Roadway/Traffic Control: Holt• Hydrology/Hydraulic: Holt• Geotechnical: CG2• Utility Coordination/SUE, Surveying: Atlas	<ul style="list-style-type: none">• Environmental Permitting & Public Involvement: R&D• Section 408: R&D, Holt• Right-of-Way: Holt• Construction Support: Holt, Atlas, CG2

Ideal Geographic Location of the Firms | As shown in the map to the right, our team is positioned ideally to allocate resources and deliver Bridge Package 27. Our team's close office proximity will allow us to integrate seamlessly, communicate, and resolve challenges both as a team, and with SCDOT through in-person or virtual meetings at our SC offices, SCDOT headquarters, District offices, or bridge site with same-day notice. ESW will



manage the project from their Charlotte office, utilizing their office location in Hallsboro, NC (45 minutes from the project sites) to provide additional support as necessary. They have long maintained a presence in the Pee Dee and North Carolina's Coastal Plains regions and currently have 4 bridge and grading crews located near District 5 with all crews available during the anticipated project schedule. Holt will manage the design effort from their Columbia office with support from their Greenville and Grand Strand offices providing immediate access and responsiveness to SCDOT.




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, Lead Design Engineer, and Construction Manager.






TABLE 6: EXPERIENCE OF KEY INDIVIDUALS

Title	Name	Required	Provided	LVB Criteria	Standard Criteria	Cored Slab/Box Beam	Flat Slab Bridge	SCDOT DB
PM	Tom Watson	7	22	✓	✓	✓	✓	✓
LD	Daniel Atkinson	7	18	✓	✓	✓	✓	✓
CM	John Cummins	5	41	✓	✓	✓	✓	✓

TABLE 6: KEY INDIVIDUALS

Position/Name/Firm	Key Qualifications
 Project Manager Tom Watson, PE ESW	<ul style="list-style-type: none"> • 22-year progressive career with ESW as engineer, manager, estimator, and currently Senior Vice President & General Manager. • Extensive experience in aspects of project management and construction from pursuit to closeout including projects exceeding \$100 Million. • Managed the DB Team on the successful replacement of 34 structurally deficient bridges in Division 6, NCDOT. • Project Manager for Bridge Packages 15 and 20.
 Lead Design Engineer Daniel Atkinson, PE, Assoc. DBIA Holt	<ul style="list-style-type: none"> • 18 years of experience working on various DOT projects as a project manager, lead roadway engineer, and lead design engineer. • Abundance of recent SCDOT experience on Standard and LVB Bridge Replacements utilizing Bid-Build and Design- Build contracting methods. • Understands the Alternative Delivery process and the need for the entire Team to work together collaboratively for the project to succeed. • Lead Designer for Bridge Packages 15 and 20.
 Construction Manager John Cummins ESW	<ul style="list-style-type: none"> • 41-year progressive career as an operator, foreman, superintendent, and current role as structure operations manager. • Extensive experience in all aspects of bridge construction including deep/shallow foundations, steel/concrete girders, cored slab and box beam, flat slab bridges, and structures over waterways, roads, and railroads. • Manages a team of 6 capable & equipped structure crews throughout the Carolinas, successfully completing bridges on ESW projects. • Construction Manager for Bridge Packages 15 and 20.

Additional Key Support Staff Necessary for Project Completion

Position/Name/Firm	Key Qualifications
 Structural Engineer Christopher Bolding, PE Holt	<ul style="list-style-type: none"> • 17 years of experience working on detailed bridge and roadway structure projects for SCDOT. • Experience with multiple routine superstructure and substructure alternatives applicable to this LVB DB project. • In-depth, personal understanding of the SCDOT Project Development Process due to previous work experience at SCDOT. • Lead Bridge Engineer for Bridge Packages 15 and 20.
 Hydraulic Engineer Peter Waldron, PE Holt	<ul style="list-style-type: none"> • 10 years of experience working, designing, and permitting various DOT projects. • Peter's most recent design-build experience includes serving as lead hydraulic engineer on SCDOT Package 20. • Peter has extensive experience in hydrology and drainage design including conducting site assessments, HEC-RAS modeling, and scour analysis.
 Geotechnical Engineer Rob Kral, PE CG2	<ul style="list-style-type: none"> • 15 years of experience working on various DOT projects, including a substantial number of bridge replacements, through DOT on-call, Design-Bid-Build, and Design-Build contracts. • Experience on the recent SCDOT LVB Package 15 Bridge Replacement Design-Build project with Holt and ESW team. • Intimate familiarity with geology, specifically subsurface conditions encountered in SCDOT Engineering Districts 2, 3, and 4.
 Environmental Matt DeWitt, AICP Robbins & DeWitt, LLC	<ul style="list-style-type: none"> • 20 years of experience in the environmental field. • Experience on the recent SCDOT Bridge Package 20 Design-Build project with Holt and ESW team. • Areas of expertise include wetland studies, endangered/threatened species studies, and 4(f) permitting. • Currently working with Daniel Atkinson and Christopher Bolding on the Dorchester County DB Bridge Replacement Program.
 Utility Coordination Jason Walton Atlas	<ul style="list-style-type: none"> • 24+ years of experience working on utility relocations for bridge and roadway projects • Experience with multiple utility owners including identification, conflicts resolutions, relocation plans, agreements, and permits. • In-depth, personal understanding of the SCDOT Project Development Process, Utility Accommodation Guide, and ACT 36. • Utility Coordinator for Bridge Packages 15 and 20.

3.5 PAST PERFORMANCE OF TEAM

ESW and Holt have recently completed Bridge Package 15 with Bridge Package 20 currently under construction. 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 detail.

CONTRACTOR SAFETY AWARD

*Ft. Wayne Flood
Control Phase I
& II*

US Army Corps of
Engineers



SMOOTH RIDING PAVEMENT AWARD

*IR-280
ODOT*

EXCELLENCE IN CONCRETE PAVEMENT

*US 24 INDOT #R23496, R23490,
R23804, R24058*

American Concrete Pavement Association

3.9

*Bridge Package 20
SCDOT Most Recent
CPE DB Score*

9.2/10

*US 176 (Old State Rd.) over
Providence Swamp and
Overflow Bridge Replacements
SCDOT Most Recent CPE Score*

#98

ENR Southeast Top Design Firm 2024



"The Lead Designer has continued to do a great job holding the schedule and delivering another two sites to RFC plans...The Lead Designer continues to be very responsive in all aspects of the plan development as the project progresses..."
- Michael Pitts, PE, Assoc. DBIA | SCDOT Design-Build Package 20



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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

Appendix H - Key Individual and Contractor/Designer Reference Forms



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APPENDIX A

Key Individual Resume Forms



KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

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:
E.S. Wagner Company, LLC



d. Years of Experience: With this Firm 22 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.

SCDOT Design Build Closed & Load Restricted Bridge Replacement 2023-1 (Package 15)

Key Personnel Role: Project Manager

Experience with Current Firm: Yes

Project/Assignment Duration: Project 2023-2025, Assigned 2023-2025

Owner Contact Information: SCDOT, Jesse Hames, PE, HamesJA@scdot.org, 864/490-9910

Design/Construction Value: \$13,407,135

Project Description:

This project consisted of 4 bridge replacements in Anderson, Chester, Chesterfield and Lancaster Counties. All bridges are cored slab/box beam superstructures with h-pile and drilled shaft foundations. The bridges ranged from 100' single span to 345' 4 span bridges all over waterways. As of the SOQ submittal date the design phase is complete and 3 of the 4 bridges are open to traffic on time and under budget.

NCDOT Express Design Build Year 6 Bridge Replacements C203950

Key Personnel Role: General Manager

Experience with Current Firm: Yes

Project/Assignment Duration: Project 2017-2020, Assigned 2017-2020

Owner Contact Information: NCDOT, Michael Parker, PLS, jmparkerjr@ncdot.gov, 910-618-5689

Design/Construction Value: \$4,393,783

Project Description:

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.

Mount Lebanon Church Road Bridge Replacement

Key Personnel Role: General Manager
Experience with Current Firm: Yes
Project/Assignment Duration: Project 2019-2020, Assigned 2019-2020
Owner Contact Information: SCDOT, Joseph Fowler, PE, fowlerjm@scdot.org , 864/587-4720
Design/Construction Value: \$5,376,023

Project Description:

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 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 , 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 , 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.

- 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 involved in the pursuit and management of various projects in the region. Tom is not assigned to any specific project and is fully available to fulfill the requirements of Project Manager.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
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 6 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="border: 1px solid black; padding: 5px;"> <p><u>SCDOT Design Build Closed & Load Restricted Bridge Replacement 2023-1 (Package 15)</u></p> <p>Key Personnel Role: Construction Manager</p> <p>Experience with Current Firm: Yes</p> <p>Project/Assignment Duration: Project 2023-2025, Assigned 2023-2025</p> <p>Owner Contact Information: SCDOT, Jesse Hames, PE, HamesJA@scdot.org, 864/490-9910</p> <p>Design/Construction Value: \$13,407,135</p> <p>Project Description: This project consisted of 4 bridge replacements in Anderson, Chester, Chesterfield and Lancaster Counties. All bridges are cored slab/box beam superstructures with h-pile and drilled shaft foundations. The bridges ranged from 100' single span to 345' 4 span bridges all over waterways. As of the SOQ submittal date the design phase is complete and 3 of the 4 bridges are open to traffic on time and under budget. John was responsible for all aspects of bridge construction for this project including daily coordination with on-site superintendents, subcontractor coordination, scheduling crews, and equipment selection for safe operations. John's role as Construction Manager provided valuable guidance from the procurement phase to substantial completion.</p> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><u>Mount Lebanon Church Road Bridge Replacement</u></p> <p>Key Personnel Role: Structures Operations Manager</p> <p>Experience with Current Firm: Yes</p> <p>Project/Assignment Duration: Project 2019-2020, Assigned 2019-2020</p> <p>Owner Contact Information: SCDOT, Joseph Fowler, PE, fowlerjm@scdot.org, 864/587-4720</p> <p>Design/Construction Value: \$5,376,023</p> <p>Project Description: 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> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><u>SCDOT Emergency Bridge Replacement – Groce Meadows Road, Greenville Co</u></p> <p>Key Personnel Role: Structure Operations Manager</p> <p>Experience with Current Firm: Yes</p> <p>Project/Assignment Duration: Project 2020-2021, Assigned 2020-2021</p> </div>

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 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.

Shelby Bypass III – C203905

Key Personnel Role: Structures Operations Manager

Experience with Current Firm: Yes

Project/Assignment Duration: Project 2017-2024, Assigned 2018-2024

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 Cummins is currently managing the structure operations of five crews throughout North and South Carolina. These crews will be utilized to construct the bridge replacements referenced in this SOQ. As the Construction Manager for this project, John will be solely dedicated to the continued management of these crews and construction until completion.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual Anticipated for the Project.

- a. Name & Title:
Daniel Atkinson, P.E., Assoc. DBIA
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 9 Years With Other Firms 9 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 2024 / Assoc. DBIA
- 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. The project required completion in 215 days which was achieved. The project won an ACEC-SC Engineering Excellence Award in 2022.

Experience Relevance

- ☒ Design-Build Delivery
- ☒ Bridge Replacements
- ☒ Cored Slab
- ☒ LVB 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 (Subconsultant Manager and Roadway Lead)
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 construction in Dillon and Marlboro Counties. 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. Project won an ACEC-SC Engineering Excellence Award in 2020.

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.

Experience Relevance

- ☒ Design-Build Delivery
- ☒ Bridge Replacements
- ☒ Cored Slab
- ☒ LVB Design
- ☒ Dillon and Marlboro County Bridges

S-1632 Bridge Replacement over Simons Creek

Key Personnel Role: Project Manager
Experience with Current Firm: Yes, Holt Consulting Company, LLC
Project/Assignment Duration: Project 2021 – 2026 (Est.), Assigned 2021 – 2026 (Est.)
Owner Contact Information: SCDOT, Derrick Goodman, GoodmanDA@scdot.org, (803) 737-1575
Design/Construction Value: \$1,828,800 (Est.) Construction

Project Description:

This Bid-Build project involves the replacement of the existing S-1632 (Old Pond Road) bridge over Simons Creek in Charleston County. The proposed design includes approximately 770ft. of roadway improvements as well as a proposed 3-span (40'-40'-40'), 120ft. long, 36 ft. 3 in. wide, flat slab bridge. This project is tidally influenced making hydraulic design and modeling critical for the project since a 2-D model is required to accurately design the hydraulic opening. The project is being constructed utilizing a close and detour approach while maintaining the existing centerline alignment to minimize property impacts.

Experience Relevance

- ☒ Bridge Replacement
- ☒ Flat Slab Superstructure on Concrete Piles
- ☒ ACT 36 funding
- ☒ Close and Detour
- ☒ Seismic Design

Daniel's responsibility included being the primary point of contact for all design related activities, management of design and subconsultants, project coordination, and being available to SCDOT as needed throughout the project.

5462320 Design Build Bridge Package 20 Chesterfield, Fairfield and York Counties

Key Personnel Role: Lead Design Engineer
Experience with Current Firm: Yes, Holt Consulting Company, LLC
Project/Assignment Duration: Project 2023 – 2026 (Est.), Assigned 2023 – 2026 (Est.)
Owner Contact Information: SCDOT, Michael Pitts, pittsme@scdot.org, (803) 737-2566
Design/Construction Value: \$17.8 mil

Project Description: Holt is the lead designer for the ES Wagner Team which includes the replacement of seven (7) bridges utilizing design-build delivery. Using SCDOT's supplemental design criteria for Low Volume Bridge (LVB) Replacement Projects and standard design criteria, Holt developed designs for the sites ranging from 60 to 203 feet in length. The plan development process included, roadway, bridge, seismic, hydraulics, and geotechnical design services, along with utility coordination, right of way services, surveys, and land disturbance and environmental permitting. To date, all but the S-292 site have been signed, however Holt anticipates receiving SCDOT's approval to RFC these plans by the end of April 2025. The S-20 has been constructed, while the S-296, S-531, and S-130 are currently under construction with S-1086, S-998 and S-292 the remaining sites to be constructed.

Experience Relevance

- ☒ Multi-Bridge Replacement Bundle
- ☒ LVB and Standard Design
- ☒ Close and Detour
- ☒ Cored Slab and Box Beam
- ☒ Design-Build Delivery

Daniel's responsibility as Lead Design Engineer included 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.

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, Assigned 2022 – 2025
Owner Contact Information: SCDOT, Michael Pitts, pittsme@scdot.org, (803) 737-2566
Design/Construction Value: \$13.4 mil.

Project Description: Holt was Lead Designer for the ES Wagner Team, Holt lead the design effort to replace 4 individual design-build bridges on alignment utilizing a close and detour approach. Three (3) bridges (S-294, S-765, and S-108) utilized Low Volume design criteria while the S-53 site was designed utilizing standard SCDOT design criteria. The scope required replacement of the existing bridges which included 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

- ☒ Multi-Bridge Replacement Bundle
- ☒ LVB and Standard Design
- ☒ Close and Detour
- ☒ Cored Slab and Box Beam
- ☒ Design-Build Delivery

Daniel's responsibility as Lead Design Engineer included 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.



APPENDIX B




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

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Prime Contractor – E.S. Wagner Company, LLC

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)																									
<p><u>Name:</u> SCDOT Design-Build Closed and Load Restricted Bridge Replacement 2023-1 (Package 15</p> <p><u>Location:</u> Anderson, Chester, Chesterfield & Lancaster Counties</p>	<p><u>Design:</u> Holt Consulting Company</p> <p><u>Prime Contractor:</u> E.S. Wagner Company, LLC</p>	<p><u>Name of Owner:</u> SCDOT</p> <p><u>Resident Engineer:</u> Jesse A. Hames, PE, DBIA</p> <p><u>Phone:</u> 864-490-991</p> <p><u>Email:</u> HamesJA@scdot.org</p>	<p>S-108 (Chesterfield Co) – 5/24/2024</p> <p>S-294 (Anderson Co) – 8/7/2024</p> <p>S-53 (Chester Co) – 11/08/2024</p> <p>S-765 (Lancaster Co) –2/18/2025</p>	<p>\$13,407</p>	<p>\$13,407</p>																									
g. Narrative describing the work performed E.S. Wagner Company, LLC (ESW)																														
<div><p>This project consisted of 4 bridge replacements in Anderson, Chester, Chesterfield and Lancaster Counties that E.S. Wagner Company, LLC (ESW) partnered with Holt Consulting Company (Holt) to complete under a design-build procurement. All bridges are cored slab/box beam superstructures with h-pile and drilled shaft foundations. The bridges ranged from 100ft - single span to 345ft - 4 span bridges all over waterways. As of the SOQ submittal date the design phase is complete and all bridges are open to traffic on time and under budget. Span lengths varied to provide the most cost-efficient configurations while accounting for all of the project requirements including environmental impacts. ESW self-performed all of the structure work and all of the grading and drainage activities for each location. While working on S-53 ESW was able to accelerate S-20 on Package 20 at the request of SCDOT by utilizing the proximity of the projects to share resources and maximize production. The ESW DBT team was able to complete the design and construction in 147 days (203 days ahead of schedule) while still completing Package 15 on time.</p><div><div><p><u>Key Individuals on Project:</u> <i>Tom Watson, PE - Project Manager; John Cummins – Construction Manager; Daniel Atkinson, PE – Lead Designer</i></p></div><table><thead><tr><th>#</th><th>Bridge</th><th>Length</th><th>Spans</th><th>Type</th></tr></thead><tbody><tr><td>1</td><td>S-53 over Little Rocky Creek</td><td>345'</td><td>90-90-100-65</td><td>Box Beam & Cored Slab</td></tr><tr><td>2</td><td>S-294 over Wilson Creek</td><td>130'</td><td>30-70-30</td><td>Cored Slab</td></tr><tr><td>3</td><td>S-765 over Hanging Rock Creek</td><td>140'</td><td>100-40</td><td>Box Beam & Cored Slab</td></tr><tr><td>4</td><td>S-108 over Brown Creek</td><td>100'</td><td>Single</td><td>Box Beam</td></tr></tbody></table><div></div></div></div>						#	Bridge	Length	Spans	Type	1	S-53 over Little Rocky Creek	345'	90-90-100-65	Box Beam & Cored Slab	2	S-294 over Wilson Creek	130'	30-70-30	Cored Slab	3	S-765 over Hanging Rock Creek	140'	100-40	Box Beam & Cored Slab	4	S-108 over Brown Creek	100'	Single	Box Beam
#	Bridge	Length	Spans	Type																										
1	S-53 over Little Rocky Creek	345'	90-90-100-65	Box Beam & Cored Slab																										
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3	S-765 over Hanging Rock Creek	140'	100-40	Box Beam & Cored Slab																										
4	S-108 over Brown Creek	100'	Single	Box Beam																										
h. Self-Assessment. The information provided in this section should be a self-assessment of ESW’s performance on the project to identify ESW 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 and has never paid liquidated damages. ESW and Holt worked within the project requirements to limit impacts to utilities, environmentally sensitive areas and ROW to the greatest extent possible. Based on early pre-project planning, analysis of overall schedule impacts, and communication with the Owner, none of these conflicts impacted the completion or overall budget for this project. When choosing the closure dates ESW works to minimize the disruption to the public. Roads are closed only when work is ready to begin and continue until completion. ESW worked with SCDOT to accelerate S-20 under Package 20 while still completing all Package 15 structures by the project’s final completion date. Additionally, after a post-bid analysis of the S-765 bridge configuration the Design-Build Team was able to provide a cost reduction of over \$200,000 to SCDOT.</p>																														
i. Quality Initiatives. Discuss ESW’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 SCDOT 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. The Design-Build Team including ESW & Holt inspected each site together during the pursuit phase to develop a full understanding of the challenges that each site presents. The utilization of CPM scheduling was a key tool in organizing, planning, and forecasting ESW’s field operations and overall project schedule. Each workday begins with a daily Job Hazard Assessment (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, ESW 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 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 (C203950) Location: Robeson County, North Carolina	Design: Summit Engineering Prime Contractor: ES Wagner	Name of Owner: NCDOT Resident Engineer: Joseph M (Mike) Parker Jr, PLS Phone: 910-702-6090 (office), 910-618-5689 (mobile) Email: jmparkerjr@ncdot.gov	11/2020	\$4,394	\$4,394
g. Narrative describing the work performed ES Wagner					
<div><div><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. ESW’s success in Robeson Co, NC demonstrates the knowledge ability to perform design-build projects in this geologic region. <i>Key Individuals on Project: Tom Watson, PE - Project Manager</i></p></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
Holt Consulting Company, LLC

a. Project Name, Delivery Method (DBB, DB, etc.), & 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: SCDOT Design Build Bridge Package 15 Delivery Method: DB Location: Anderson, Chester, Chesterfield, and Lancaster Counties, SC	Name: ES Wagner	Name of Owner: SCDOT Project Manager: Michael Pitts, PE Phone: 803.737.2566 Email: PittsME@scdot.org	Design Complete: 04/2024 Substantial Completion: 02/2025 Final Completion: 05/2025	\$13,400	\$806

g. Narrative describing the work performed by Holt as lead designer out of Columbia, SC and Greenville, SC offices.

Holt was the lead designer for ES Wagner which saw the replacement of four (4) bridges in Anderson, Chester, Chesterfield, and Lancaster Counties utilizing the design-build method. Using SCDOT's supplemental design criteria for Low Volume Bridge Replacement Projects as well as standard design criteria, Holt designed plans for the sites which had bridge lengths ranging from 100 to 345 feet in length.

Holt provided bridge and roadway design services along with performing Lead Design Engineer responsibilities while additional team members provided hydraulics, geotech, environmental permitting, utility coordination, ROW acquisition, public involvement, and load rating services. Work required for completion of the project included replacing the existing bridges and the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. The plan development process included, roadway, bridge, hydraulics, and geotechnical design services, along with utility coordination, right of way services, surveys, and land disturbance and environmental permitting. Weekly team meetings were held which included design and construction staff to discuss potential issues such as geotechnical risks, constructability issues, right-of-way delays, schedule updates, utility relocation schedules, and environmental scheduling. In addition to the construction of new bridges, the project also included demolition, removal, and disposal of the existing bridge structures. All sites were designed and constructed utilizing a close and detour approach.

	Bridge	Length	Spans	Type	Design Criteria
1	S-53 over Little Rocky Creek	345'	90-90-100-65	Box Beam and Cored Slab	Standard
2	S-294 over Wilson Creek	130'	30-70-30	Cored Slab	Low Volume
3	S-765 over Hanging Rock Creek	140'	100-40	Box Beam and Cored Slab	Low Volume
4	S-108 over Brown Creek	100'	Single	Box Beam	Low Volume

Key and Critical Personnel

Holt- Daniel Atkinson,
Christopher Bolding, Davin
Wallace,
CG2- Rob Kral
Atlas- Jason Walton
ESW - Tom Watson, John
Cummins



Key Project Similarities to Package 27

- Design-Build Delivery
- Bridge Replacement Over Water
 - Cored Slab and Box Beam
 - Demolition
 - Close and Detour
- Roadway, Structure, Geotechnical Design
 - Hydraulic Modeling
- Stormwater and Erosion Control Design
 - Right of Way Acquisition
- Utility Coordination and Relocation
 - Public Involvement
- Multi-Site Bridge Package
 - Multi-Span Bridges
- Standard and Low Volume Design Criteria
 - Floodplain Coordination
 - “No-Impact” Certification

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.

Holt began the project by visiting each site with ESW to develop a tailored project approach for the team. Based on the site visit, plans were developed to minimize environmental and ROW impacts, and minimize utility relocations. Each site was designed to minimize to follow SCDOT requirements, guidelines, and procedures while minimizing profiles to reduce impacts. To maintain the project schedule, weekly coordination meetings were held and included the design and construction teams. During these meetings all items were discussed ranging from utility relocation windows, condemnation timelines, permitting costs, design refinement, constructability issues with substructures, and general constructability questions.

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.

This was the first DB project for the E.S. Wagner-Holt DB team. Holt obtained a Change Order #1 request to forego preliminary and ROW plan submittals which eliminated approximately 70 days from the design schedule at each bridge site schedule resulting in significant savings for SCDOT and the team. Holt developed Change Order #2 for S-765 which reduced the proposed bridge length from 200' to 140' based on a refined 2-dimensional analysis, resulting in a 60% reduction in the amount of new ROW, 56% reduction in wetland impacts required, and 5 less days for construction, with a credit provided to SCDOT.

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


a. Project Name, Delivery Method (DBB, DB, etc.), & 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: SCDOT Design Build Bridge Package 20 Delivery Method: DB Location: Chesterfield, Fairfield, Lancaster and York Counties, SC	Name: ES Wagner	Name of Owner: SCDOT Project Manager: Michael Pitts, PE Phone: 803.737.2566 Email: PittsME@scdot.org	Design Complete: 05/2025 (est.) Construction Complete: 03/2026 (est.)	\$17,818.70	\$1,567

g. Narrative describing the work performed by Holt as lead designer out of Columbia, SC and Greenville, SC offices.

Holt was the lead designer for the ES Wagner team which includes the replacement of seven (7) bridges in Fairfield, York, Chesterfield, and Lancaster Counties utilizing the design-build delivery method. The design team utilized SCDOT’s supplemental design criteria for Low Volume Bridge (LVB) Replacement Projects on four (4) sites and standard design criteria for the remaining three (3). Holt developed designs for the bridge sites ranging from 60 to 203 feet in length. Holt provided bridge, roadway, and hydrology design services, ROW acquisition services, as well as performed Lead Design Engineer responsibilities. Additional team members provided hydraulics, geotech, roadway, bridge, environmental permitting, utility coordination, public involvement, and load rating services. Work required for completion of the project included replacing the existing bridges and the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. The plan development process included, roadway, bridge, hydraulics, and geotechnical design services, along with utility coordination, right of way services, surveys, and land disturbance and environmental permitting. In addition to the construction of new bridges, the project also included demolition, removal, and disposal of the existing bridge structures. To date, all but the S-292 site have been signed, however Holt anticipates’ receiving SCDOT’s approval to RFC these plans by the end of April 2025. All sites were designed and constructed utilizing a close and detour approach on existing alignment, with the exception of S-292 which was shifted downstream slightly, which allowed for the removal of multiple interior bents through the use of an ATC.

	Bridge	Length	Spans	Type	Design Criteria
1	S-130 over Clay Creek	90’	Single	Box Beam	Low Volume
2	S-296 over Blackwell Mill Stream	70’	Single	Cored Slab	Low Volume
3	S-531 over Mangum Branch	60’	Single	Cored Slab	Low Volume
4	S-20 over Hogfork Branch Creek	70’	Single	Cored Slab	Low Volume
5	S-292 over Bear Creek	203’	95’-108’	Box Beam	Standard
6	S-988 over Wildcat Creek	120’	Single	Box Beam	Standard
7	S-1086 over Beaverdam Creek	100’	Single	Box Beam	Standard

Key and Critical Personnel
Holt- Daniel Atkinson, Christopher Bolding, Davin Wallace, Kevin Clement, Peter Waldron Atlas- Jason Walton ESW- Tom Watson, John Cummins



S-20 over Hogfork Branch Creek

Key Project Similarities to Package 27
<ul style="list-style-type: none">• Design-Build Delivery• Bridge Replacements Over Water<ul style="list-style-type: none">• Cored Slab and Box Beam• Demolition• Close and Detour• Roadway, Structure, Geotechnical Design<ul style="list-style-type: none">• Hydraulic Modeling• Stormwater and Erosion Control Design<ul style="list-style-type: none">• Right of Way Acquisition• Utility Coordination• Public Involvement• Multiple Site Bridge Package<ul style="list-style-type: none">• Multi-span Bridges• Standard and Low Volume Design Criteria<ul style="list-style-type: none">• Floodplain Coordination• ACT 36 Wet Utility Relocations<ul style="list-style-type: none">• “No-Impact” Certification

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 project is on-time and on-budget with the S-20 site having been expedited for a large concert, see further details below in Section i. Weekly team meetings were held which included design and construction staff to discuss potential issues such as geotechnical risks, constructability issues, right-of-way delays, schedule updates, utility relocation, ACT 36 relocations, and environmental permitting. To minimize delays we, bypassed preliminary plan submittals on standard criteria bridges, saving 35 days of our schedule per site, and bypassed preliminary and ROW submittals on the LVB sites saving over 70 days of design schedule. To minimize impacts to project sites, alignments were developed and refined to meet SCDOT guidelines.
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.
To open the S-20 over Hogfork Creek Bridge before October 3, 2024 to accommodate a significant event in the area, SCDOT and the design-build team collaborated to determine how to accomplish this feat. Through this collaborative effort SCDOT committed to 5-day review times, and the design build team committed to responding and revising plans within 3-days. This collaborative effort between the DB team and SCDOT resulted in signed and sealed construction plans for the S-20 site 41-days after NTP was issued for the project and the site opened to the public on September 25th, over 180 days earlier than originally scheduled. All site designs, minus S-292 have been signed and sealed. However, it is anticipated Holt will receive this approval by end of April, which will fulfill the team’s commitment to have all design completed by May 2025, 1-year after NTP. To accelerate construction on S-998 the design team proposed, what is believed to be the state’s first single span box beam of 120’. Using the single span saved significant due to removal of an interior bent
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”.



HOLT
CONSULTING COMPANY, LLC.



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

April 17, 2025

RE: Quality of Past Performance
Bridge Package 27 – Design Build Project
Contract ID: 5570770
County: Dillon & Marlboro

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,

Tom Watson

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



April 17, 2025

Re: Quality of Past Performance

Bridge Package 27 - Design Build Project

Contract ID: 5570770

County: Dillon & Marlboro

Holt Consulting Company, LLC, answers “No” to all questions in Section 3.5.2 for all projects, including project submitted in this Request for Qualifications Work History Form.

Sincerely,

Paul Albert Holt, PE
Principal



HOLT
CONSULTING COMPANY, LLC.



APPENDIX D

Legal and Financial





1515 SHOPTON RD., SUITE 103 • CHARLOTTE, NC 28217 • (704) 676-9992 • FAX (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 blue ink signature of John C. Wagner, written in a cursive style.

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 April, 2025.



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

A blue ink signature of Robyn Mack, written in a cursive style.

Signature of Notary Public



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

April 16, 2025

RE: E.S. Wagner Company
Request for Qualifications
SCDOT Bridge Package 27
Contract ID #5570770

It has been the privilege of Hartford Fire Insurance Company (Hartford) to provide surety bonds on behalf of E.S. Wagner Company (Wagner) since 2007, during which time we have favorably considered single projects up to \$200 million and aggregates of \$300 million. Our experience with Wagner has been excellent, and we highly recommend them to you. Hartford Fire Insurance Company has an A+ XV rating from A.M. Best Company and the U.S. Treasury limitation is \$1,198,606,000.

Hartford's decision to issue any bond is conditioned upon acceptable review of contract terms, contract amount, bond forms, and financing for each project as well as other pertinent underwriting information at the time of the request. Please understand that any arrangement for any bonds is a matter between E.S. Wagner Company and Hartford Fire Insurance Company, and we assume no liability to third parties or you if, for any reason, we do not issue requested bonds.

HARTFORD FIRE INSURANCE COMPANY

Mark J. Mulville
Regional Bond Manager

POWER OF ATTORNEY

Direct Inquiries/Claims to:

THE HARTFORD

BOND, T-12

One Hartford Plaza

Hartford, Connecticut 06155

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, Christina A Scantland, Carrie Robinson, Jacob Snyder, Shane Stubblefield, Tyler Beery, Amy Jo Francis, Ryan Jackson
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



South Carolina Department of Transportation

Columbia, South Carolina

**South Carolina Department
Of
Transportation
Prime Contractor
Prequalification Certificate**

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

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

VENDOR NAME

E.S. WAGNER COMPANY LLC

Vendor ID:

1TH039

Date Issued:

June 25, 2024

Expiration Date:

July 31, 2025

Approved By:

A handwritten signature in black ink, appearing to read "B. Wagner", is written over a horizontal line. Below the line, the text "Prequalification and Contracts Coordinator" is printed in a bold, black, sans-serif font.

Prequalification and Contracts Coordinator



HOLT
CONSULTING COMPANY, LLC.



APPENDIX E

Organizational Conflict of Interest



Company

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

X Determined that no potential organizational conflict of interest exists.

Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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



Signature

4/17/2025

Date

Paul Albert Holt

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



APPENDIX F

Confidential or Proprietary Information Summary List



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

April 17, 2025

RE: Confidential or Proprietary Information

Bridge Package 27 – Design Build Project

Contract ID: 5570770

County: Dillon & Marlboro Counties

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,

Tom Watson

Tom Watson, PE

(864) 884-0400

twatson@eswagner.com

Senior Vice President & General Manager

E.S. Wagner Co., LLC



HOLT
CONSULTING COMPANY, LLC.



APPENDIX G

Addendum Receipt Form



NOTICE OF RECEIPT
Bridge Package 27
Design-Build – Contract ID 5570770
Dillon & Marlboro 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.

Tom Watson
PROPOSER's Signature

04/18/2025
Date

Tom Watson
Printed Name

For: E.S. Wagner & Holt DBT
Design-Build Team Name





HOLT
CONSULTING COMPANY, LLC.



APPENDIX H

Key Individual and Contractor/Designer Reference Forms



[illegible]

[illegible]