

STATEMENT OF
QUALIFICATIONS

June 19, 2024



Carolina Crossroads Phase 3C

*I-20 Widening and Saluda River and CSX Bridge
Replacements P043325*



Submitted by:



Navigation

For ease of reference and navigation, [**Blue Bold Underlined Text**](#) indicates links to various items in the Appendix.

Easily Navigate to Previous View:

To return to PREVIOUS VIEW, click ALT + left arrow.

You can also set your PDF viewing preferences by following these steps:

- 1.) View
- 2.) Show/Hide
- 3.) Toolbar Items
- 4.) Show Page Navigation Tools
- 5.) Check “Previous View”

A back button will appear on your toolbar and can be used to go directly to your previous view.



Bookmarks are also set for your convenience.

3.2 INTRODUCTION

Nearly 10 years ago, Archer Western Construction, LLC (AWC) and Infrastructure Consulting & Engineering, LLC were awarded SCDOT's I-77 Widening and Rehabilitation (MM 15-27) Design-Build (DB) Project. Since then, we have partnered on and were awarded seven (7) additional contracts with SCDOT and three (3) DB contracts with GDOT. We are continuing our partnership as the lead designer and contractor from the original CCR Phase 3 Joint Venture and leveraging this relationship to successfully deliver the Carolina Crossroads Phase 3C – I-20 Widening and Saluda River and CSX Bridge Replacements project safely and on time!



AWC-ICE Team - I-77 Widening (2015)

AWC-ICE TEAM ATTRIBUTES:

- Built upon a stellar past performance and proven track record as indicated by our Carolina Crossroads Phase 1 and 2 projects.
- Understands the importance of team continuity and the continuation of knowledge and expertise of the Carolina Crossroads Program as a whole.
- Experienced in major urban interstate projects with high-level riverine and railroad bridge construction.
- Unparalleled knowledge of the utility, railroad, environmental, and geotechnical risks of this Project based on the pursuit of CCR Phase 3 Procurement.

AWC-ICE TEAM COMMITMENTS:

- Uphold SCDOT's positive image and ensure a favorable public perception of the collective Carolina Crossroads program.
- Provide a design and construction team that is highly experienced in SCDOT DB projects and is dedicated to quality performance.
- Complete the project on time and within budget.
- Minimize impacts to the traveling public during construction.

3.2.1 Contracting Entity Contact Information

Archer Western Construction, LLC (AWC)

Andy Douglas, PE | (919) 463-6772

11000 Regency Parkway, Suite 100, Cary, NC 27518

Email: adouglas@walshgroup.com

PROJECT MANAGEMENT OFFICE

Design: 110 Midlands Court, West Columbia, SC 29169

Construction: 1021 Briargate Circle, Columbia, SC 29210

3.2.2 Point of Contact

Matthew Payne, PE, PMP (AWC)

11000 Regency Parkway, Suite 100, Cary, NC 27518

Cell: 919.656.4000 | mpayne@walshgroup.com

Chris Gossett, PE (ICE)

110 Midlands Court, West Columbia, SC 29169

Cell: 803.397.9435 | chris.gossett@ice-eng.com

3.2.3 Legal Names of Lead Contractor & Lead Designer

Archer Western Construction, LLC (Lead Contractor)

Infrastructure Consulting & Engineering, LLC (Lead Designer)

Raba Kistner Inc. (RKI)

3.2.4 Unique Identity Numbers

AWC: LW9RN3RZ18Q5

ICE: JL1KHGKFCVF6

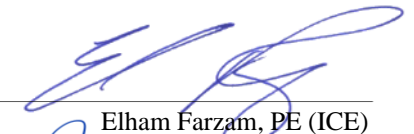
RKI: G9RFW4FDBKR8

3.2.5 Commitment Statement

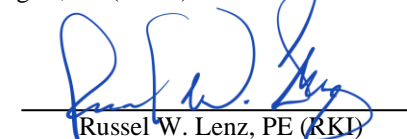
The signatures below represent a pledge by executives of each firm that the Key Individuals proposed are committed to meeting SCDOT's quality and schedule expectations and each person is available for the duration of the Project.



Andrew M. Douglas, PE (AWC)



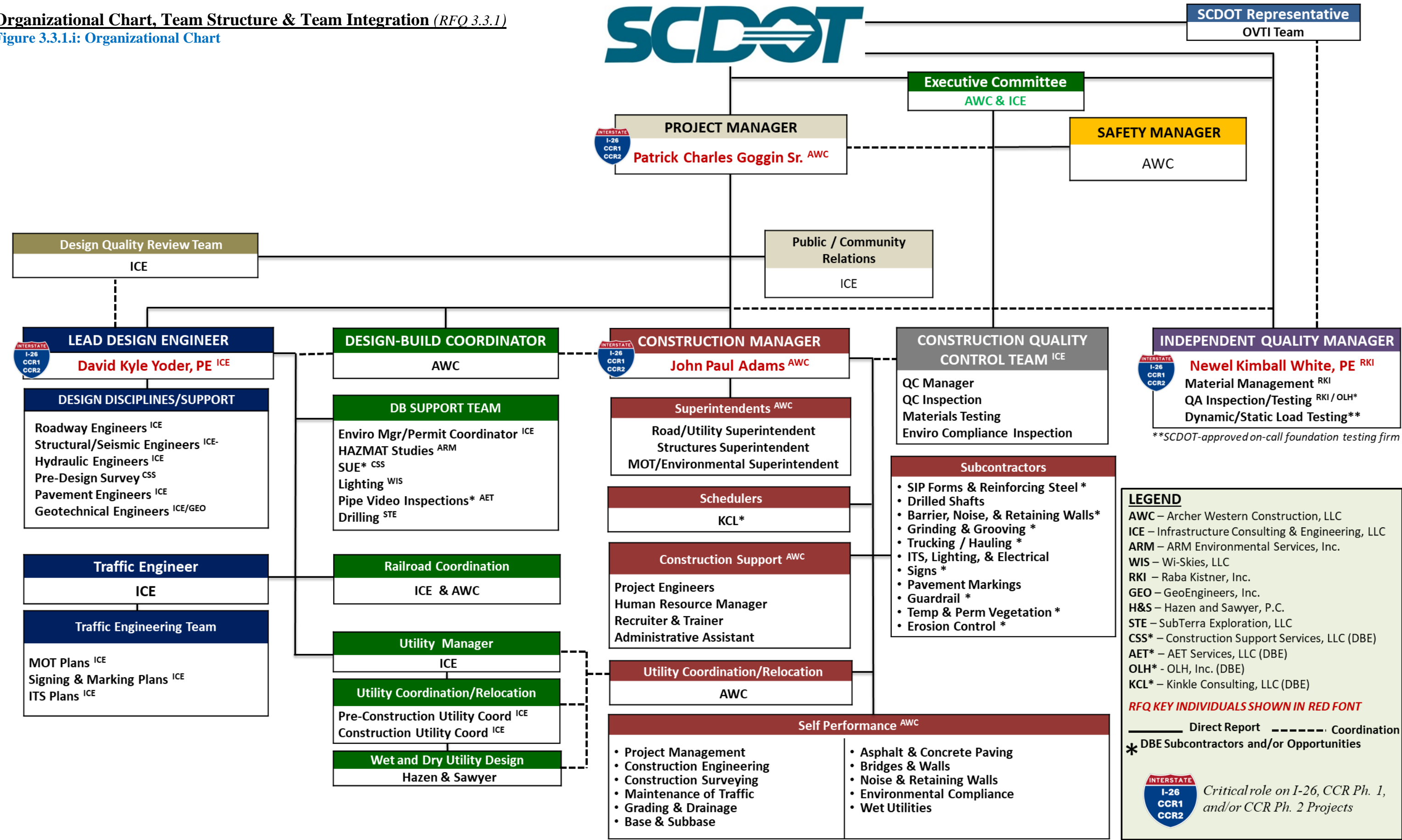
Elham Farzam, PE (ICE)



Russel W. Lenz, PE (RKI)

3.3 TEAM STRUCTURE

Organizational Chart, Team Structure & Team Integration (RFQ 3.3.1)
Figure 3.3.1.i: Organizational Chart



Significant Functional Relationships & Working as an Integrated DB Team

The AWC-ICE Team's organization has been optimized to facilitate timely and effective communication among all personnel and presents clear, logical, reporting relationships with SCDOT and apply lessons learned on past SCDOT DB projects.

Project Progress Meetings will be assembled by discipline, including design, construction, quality, safety, and environmental. We will implement a "zipper strategy," pairing designers with their construction personnel counterparts for our design finalization process. See Figure 3.3.1.iii.

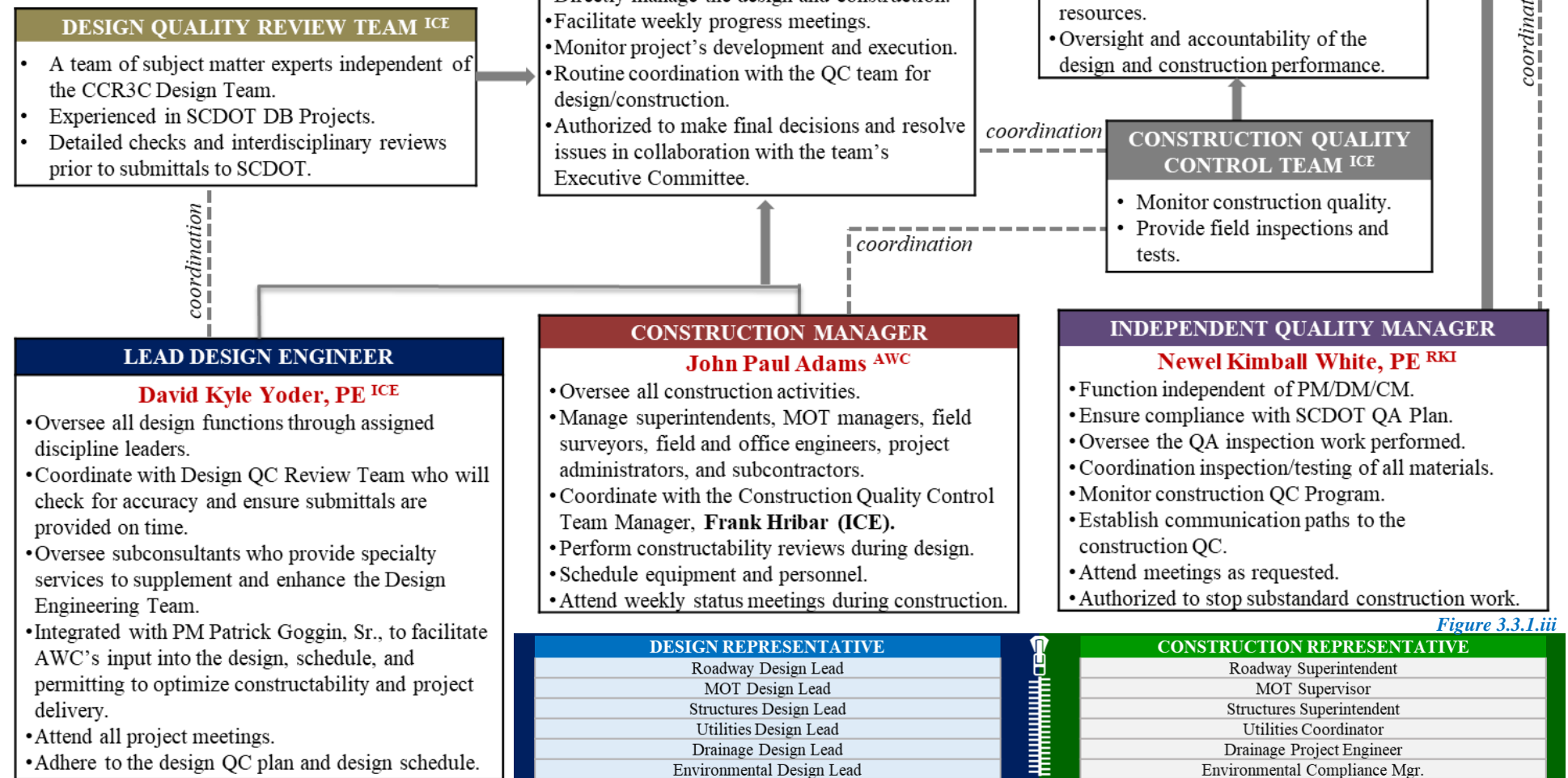


Figure 3.3.1.iii

Prior Working Relationships / The personal and professional relationships of our Team dates to 2008 when ICE executives worked closely with AWC on a large NCDOT toll road project (NC 540 – Western Wake Freeway). We have continued the partnership which has resulted in working relationships as an integrated team delivering these complex DB projects. With a combined total value of more than \$3.5 billion, the 14 most relevant projects where our relationships were formed and fostered are included in **Table 3.3.1**. This includes Carolina Crossroads Phases 1 and 2, where our proposed Key Individuals, [Patrick Goggin](#) (PM), [David Yoder, PE](#) (LD), [John Adams](#) (CM), and [Newel White, PE](#) (IQAM), have worked together seamlessly to leverage each other’s expertise to ensure successful outcomes for both projects.

Table 3.3.1 Firms Prior Working Relationship									
Project Value, Project Type (DB: Design-Build, DBB: Bid-Build, DBF: Financed) Project Owner, Project Name, Project Duration	REF *	Firms		Key Individual					
		AWC	ICE	PG	DY	JA	NW		
\$202M DB: SCDOT I-26 / I-95 Interchange 2023-2027	1	■ ¹	■ ¹		■				
\$127M DB: SCDOT Carolina Crossroads Phase 2 2021-2025	2	■ ¹	■ ¹	■	■	■	■		
\$207M DB: SCDOT Carolina Crossroads Phase 1 2021-2025	3	■ ¹	■ ¹	■	■	■	■		
\$465M DB: SCDOT I-26 Widening (MM 85-101) 2019-2024	4	■ ¹	■ ¹	■	■				
\$26M DB: SCDOT SC 277 Bridge Replacement 2018-2020	5	■ ¹	■ ¹		■				
\$91M DB: SCDOT I-77 Widening/Rehabilitation 2015-2018	6	■ ¹	■ ¹		■				
\$74M DBB: SCDOT I-85 Reconstruction (MM 69-77) 2017-2019	7	■ ¹	■ ³						
\$469M DB: NCDOT NC 540 Western Wake Freeway 2008-2013	8	■ ¹	■ ¹		■				
\$651M DBF: GDOT Northwest Corridor Express Lanes 2013-2018	9	■ ¹	■ ³						
\$48M DB: GDOT I-285 Eastside Bridge Replacements 2021-2023	10	■ ¹	■ ¹						
\$688M DBF GDOT I-285/I-20 East Interchange 2022-2026	11	■ ¹	■ ¹		■		■		
\$187M DBB: SCPA HLT 2019-2021	12	■ ²	■ ³						
\$305M DBB: NCDOT I-26 Reconstruction 2019-2024	13	■ ¹	■ ³			■			
\$50M DB: NCDOT I-77 Pavement Rehabilitation 2018-2021	14	■ ¹	■ ¹						

* References are provided in [Appendix H](#) ■ Indicates personnel experience while with a previous firm.
¹Lead Contractor/Designer ²Subcontractor/Subconsultant
³Quality Control/Design Reviews/Inspection/VE

Unique Characteristics & Critical Project Risks (RFQ 3.3.2)


Table 3.3.2: Critical Risk Issues / Problems Team’s Risk Mitigation Strategies		Role of SCDOT & Other Agencies
1. Limitations on in-water and over-water construction and demolition		
Debris Containment/Personnel Safety: <ul style="list-style-type: none"> AWC to install debris netting and booms to protect the river from construction debris, dust, and other items that may fall from the bridge. AWC to install debris liners for personnel safety netting on the Saluda River Bridge during construction. AWC to utilize a barge/trestle platform to temporarily catch and remove bridge debris. AWC to utilize turbidity curtains for debris containment and retrieval. 		SCDOT to approve demolition plan
Environmental Impacts: <ul style="list-style-type: none"> Design and Construction Environmental Team to monitor waters upstream and downstream to establish a baseline for river quality standards. AWC to utilize a causeway and barge system similar to the successful use on Bridge 35 on the CCR1. AWC to utilize drilled shaft casing and platform to control drilling spoils extraction above water line. PM will coordinate river stages (dam releases) with Dominion Energy throughout project duration. Environmental Compliance Manager and PM will coordinate with Fish & Wildlife for bat inspections and potential moratorium compliance prior to demolition activities. Environmental Compliance Manager and PM to provide notification for protected bird inspection and removal. 		 <p>SCDOT to assist in coordination efforts with Fish and Wildlife, and USACE to meet environmental commitments</p>

Table 3.3.2: Critical Risk Issues / Problems Team's Risk Mitigation Strategies	Role of SCDOT & Other Agencies
2. Limited Site Access	
Saluda River Bridge: AWC to utilize barge/trestle to develop a stable working platform below the bridge deck for construction access.	USACE & SCDOT approval
Bush River Road to Railroad: <ul style="list-style-type: none"> AWC to utilize existing ROW and Controlled Access from the existing EB and WB ramps. Design Team submit plans for AWC to construct widening to the outside in both directions. Design Team to explore the opportunity to limit ramp and construction traffic on the NE quadrant utilizing B&K Properties and Crews Drive. 	SCDOT approval of MOT Plans
Railroad to Saluda River: <i>(Primarily limited access to the west side of I-20 from Rolling Pines Road adjacent to Palmetto Wastewater Reclamation)</i> <ul style="list-style-type: none"> CM to coordinate with Palmetto Wastewater Reclamation (PWR) for access to WB Lanes. AWC to construct temporary ramp down to RR from I-20 WB shoulder. 	PWR approval to access and SCDOT approval of MOT Plans
Saluda River to US 378 Interchange: <ul style="list-style-type: none"> AWC to utilize Davega Drive and Riverchase Way where ROW/CA are not an issue for access and/or material deliveries. Utility Manager to coordinate with SCE&G to access two power line easements that provide opportunities to access WB and EB lanes. AWC to explore the use of EB shoulder or lane behind the barrier for a construction access lane and/or material deliveries. 	SCDOT & SCE&G approval to access
3. Utility Relocations	
City of Columbia – 30" SSFM: <ul style="list-style-type: none"> Utility Manager to coordinate relocation of line before construction on RR bridges as it is a critical path for design and construction. AWC to self-perform force main installation to expedite the schedule and/or fill in if sub-contractors cannot meet project schedule demands. H&S (pre-approved water/sewer designer) to coordinate with the City of Columbia to facilitate OTS reviews to reduce review comments. Drilling and Geotechnical Team to perform extra borings along the anticipated relocation route to confirm rock depth to provide schedule certainty. Utility Designer to design the SSFM relocation route to minimize or eliminate CSX ROW easements. AWC-ICE Team to leverage lessons learned from completing identical relocation on CCR1 to prevent delays and minimize the cost of relocation. 	SCDOT and City of Columbia to participate in OTS reviews to accelerate the design of relocated SSFM
AT&T – I-20 EB Bridge over Saluda and CSX: <ul style="list-style-type: none"> Utility Manager to coordinate temporary relocations as needed to avoid bridge construction of approach slabs and abutments. Utility Manager and Design to consider AT&T relocations to new bridges when planning bridge construction phasing and allow as much time as possible between when newer conduits are available and when the existing bridge will be demolished to ensure successful relocation without delays. AWC or sub to install conduits under the bridges rather than in the barrier for AT&T to relocate into to allow relocation to begin earlier. Utility Manager to coordinate elimination of costly directional bores under Saluda River and CSX RR by allowing AT&T relocation on the bridges. Design and Construction Utility Team to provide AT&T monthly schedule updates throughout project duration for planning of cutover activities. AWC to self-perform the installation of conduits if needed based on subcontractor availability. 	AT&T to facilitate cutovers in a timely manner
Dominion Transmission: <ul style="list-style-type: none"> Design Team to design Noise Wall "O" to maintain proper clearances from the transmission line to avoid relocating the line. AWC-ICE Team to leverage experience in successfully performing similar coordination on I-26 (MM85-101) with Santee Cooper to construct a noise barrier. 	Dominion Energy to agree with no conflict
Town of Lexington – Effluent Discharge Line: <ul style="list-style-type: none"> Utility Manager to work with Town of Lexington to confirm line can be abandoned/removed to eliminate this risk. 	Town of Lexington to allow existing line to be abandoned.
<i>ICE identified the Town of Lexington's Effluent Discharge Line during the CCR3 pursuit and notified SCDOT that the line was not currently connected.</i>	
Enterprise Products Partners (EPP) Liquid Propane under I-20 Crossing: <i>(Test holes were performed during CCR3 pursuit to confirm there was no conflict with the existing gas line and it can remain in place.)</i> <ul style="list-style-type: none"> Design Team to perform advanced drainage design during pursuit and coordinate with utility owner to allow LP line to stay in place. Utility Manager to provide EPP plans throughout development to facilitate expedited encroachment permit approval or concurrence. Utility Manager to plan early with the utility owner if relocation is unavoidable and include cutover restrictions in the CPM schedule appropriately. 	SCDOT and EPP to allow existing line to remain in place

Table 3.3.2: Critical Risk Issues / Problems Team's Risk Mitigation Strategies		Role of SCDOT & Other Agencies
4. Geotechnical Subsurface Conditions		
Variable Rock Elevation: <ul style="list-style-type: none"> Design and Construction Team to optimize construction casing lengths with wet construction slurry drilling methods to minimize field changes due to variable IGM and/or rock elevation. Geotechnical Team to utilize drilled-in pile foundations at bridge end bents where shallow IGM/rock is encountered. 		SCDOT Review & Approval
Slope Stability: Geotechnical Team to recommend soil reinforcement, ground improvement, and/or waiting periods where soft or loose subsurface soils near the Saluda River may cause slope instability under construction, static, or seismic conditions.		SCDOT Review & Approval
Variable Rock Quality: Drilled shaft contractor will be prepared to adjust construction methods for variable rock conditions.		No action needed
Static and Seismic Settlement: <ul style="list-style-type: none"> Design Team to design foundations for static downdrag loads or specify two-stage pile driving sequences at end bent locations where applicable. Design Team to design foundations for seismic downdrag loads induced by seismic settlement. 		SCDOT Review & Approval
Fill Placement in Wetland/ Floodplain Areas: AWC to construct embankments with undercuts and/or bridge lifts to access and place initial lifts of fill material in wetland areas on west and east side of I-20 between Saluda River and railroad.		SCDOT Review & Approval
Unknown quality and depth of rock due to no baseline borings in channel: Geotechnical Team to perform subsurface exploration in the Saluda River to reduce the unknowns of quality and depths of IGM/rock for final foundation estimation and design.		SCDOT Review & Approval
5. Railroad Coordination		
Railroad Delays: <ul style="list-style-type: none"> Design Team with RR Coordinator to design Project to minimize encroachment upon CSXT ROW and construction activities that require flagging. RR Coordinator to identify and submit ROW entry requests early through CSX portal for any additional site data needs. AWC-ICE to leverage established working relationship with CSX and their GEC (Alfred Benesch) for streamlined coordination. 		Provide more than the required minimum vertical and horizontal clearances.
Design Submittals: <ul style="list-style-type: none"> Design Team to minimize review comments by facilitating early coordination and OTS meetings with CSXT based on CCR Phase 1 lessons learned. Design Team and RR Coordinator to implement the same process from CCR Phase 1 to reduce the risk of design review delays. 		SCDOT and CSXT provide timely feedback to design submittals
Construction Submittals: <ul style="list-style-type: none"> Design Team and RR Coordinator to utilize construction submittal and work plan template developed and successfully implemented on CCR Phase 1 Design Team and RR Coordinator to stagger submittals based on the construction schedule to allow reviewers ample review time. 		SCDOT and CSXT provide timely feedback to construction submittals
<i>Leverage the successful approach AWC utilized on I-26 Widening (I-4400) in Asheville, NC, where signed and sealed lifting plans were implemented, and the railroad was included during the design process as well as construction progress meetings. Geofabric was also placed over the ballast during demolition to prevent fouling the rail and ballast, and AWC developed a working relationship with the flagman as part of the construction work planning process.</i>		
6. Skilled Labor Availability		
Available Staff: AWC has implemented a plan to ensure local resources remain local by assigning from deep pool of skilled labor achieved by relocating experienced, able, and committed staff to South Carolina since 2015. See following section “Project Resources Strategies, and Execution” .		No action needed.
7. Maintenance of Traffic		
Lack of Viable Detours: MOT Design Team to provide plans that will not prohibit maintaining three lanes of traffic in each direction at all times.		SCDOT Review & Approval of MOT Plans
Minimize Traffic Shifts During Bridge Construction - MOT Design Team will provide plans for AWC to: <ul style="list-style-type: none"> Perform construction on both bridges at the same time toward the outside to leave the existing bridges intact (also expedites schedule). Shift traffic (Shift 1) to the new portion of the bridges, construction the remaining portion of the bridge. Shift traffic (Shift 2) to its new configuration simultaneously for both bridges. 		SCDOT Review & Approval of MOT Plans
Minimize Traffic Shifts During Road Widening - MOT Design Team to provide plans for AWC to: <ul style="list-style-type: none"> Place a barrier wall and widen the road to the outside while maintaining six travel lanes. Utilize 1,750'+ available between east abutment of RR Bridge and Bush River Overpass to tie existing pavement into relocated outside travel lanes 		SCDOT Review & Approval of MOT Plans
Minimizing Impacts to Traffic during AM/PM Peaks: MOT Design Team to provide plans that will maintain six lanes of traffic during all peak times except night and/or weekend closures as allowed by DOT criteria.		SCDOT Review & Approval of MOT Plans

Project Resources, Strategies, and Execution (RFO 3.3.3)

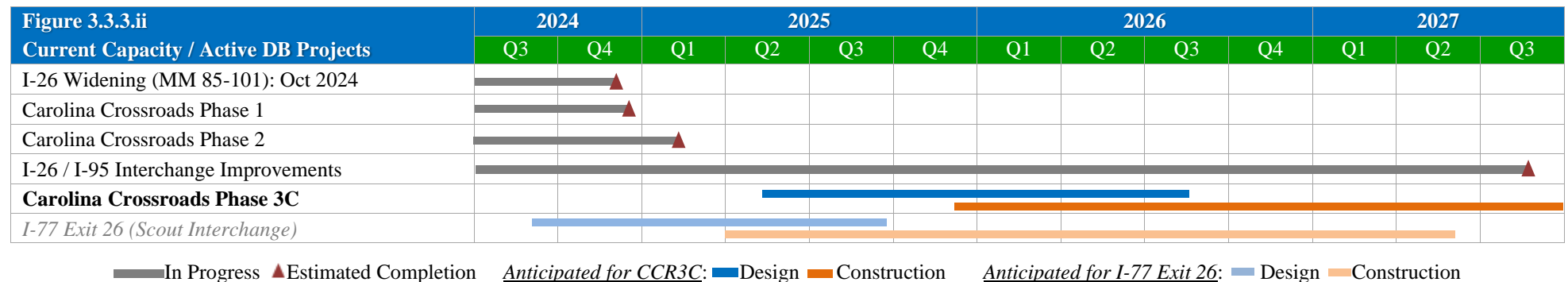
Team's Capacity and Available Personnel Resources / We offer a fully integrated design team led by ICE with available in-house design resources. The Design Team is also assisted by reputable long-time partners including CSS (Survey and SUE), Hazen & Sawyer ("Wet Utility" Design), and Wi-Skies (Lighting) as well as specialty firms, ARM (HAZMAT), and AET (Video Pipe Inspections). We have evaluated the resources required to complete the final design and anticipate completion of all final design work, with early work packages, that may advance work to begin within six months of NTP. ICE has the needed design resources, as shown in

Disciplines	Total	Need	Committed	Avail.
Project Managers	8	2	4	4
Roadway / Highway	42	6	30	12
Structural	34	8	20	14
Drainage	24	4	16	8
Geotechnical / Foundation	27	4	16	11
Traffic / ITS	11	2	6	5
Environmental Scientists	7	2	4	3
Pavement Staff	4	1	2	1
Utility Coordinators	8	2	4	4
Survey	16	4	10	6
Total	181	32	112	68

Table 3.3.3.i

Table 3.3.3.i. Additionally, ICE employs over 80 SCDOT Certified Inspectors in South Carolina. ICE's West Columbia CEI office alone employs six (6) QC Construction Managers and 39 SCDOT Certified Inspectors. Of these, several are currently working on CCR 1 and CCR 2 and have a thorough understanding of the current, successful platform of the OV/IQF/QC structure. This ensures immediate availability should the need arise for additional or supplemental Contractor QC Inspection work during heavy workloads and concurrent construction activities.

AWC has been building upon its skilled labor pool since 2015 to ensure local resources remain local. We have more than 360 employees in the Carolinas (SC and NC), 1,130 in the Southeast, and 8,040 nationwide, and we own more than 9,000 pieces of equipment. **Figure 3.3.3.ii** illustrates the schedule of resources that will be available for this Project. With the completion of the I-26 (85-101), CCR Phases 1 and 2 in early 2025, AWC will have ample management and craft personnel available to dedicate to this Project. In the event AWC is successful in being awarded the I-77 Exit 26 (Scout Interchange), we firmly believe we have sufficient resources to build CCR Phase 3C and I-77 Exit 26 projects along with other previously awarded work concurrently.



Strategy for Implementation of Resources & Tasks Team Members will Self-perform / AWC will self-perform all major construction tasks. ICE will self-perform all the major design tasks with minor support from specialty subconsultants, as noted and detailed in **Figure 3.3.1.i. – Organizational Chart.**

Approach to Environmental Coordination, Utilities, Public Relations, and Permitting

Environmental Coordination and Approach to Honoring Environmental Commitments	<ul style="list-style-type: none"> Led by Environmental Manager/Permit Coordinator Barrett Stone. Provide a comprehensive review of all environmental commitments and requirements. Participate throughout the design and construction phases to ensure the implementation and compliance with all environmental commitments.
Utility Coordination & Approach to Efficient Management	<ul style="list-style-type: none"> Led by Utility Manager Matthew Cox with a utility team of five, including Utility QA/QC, to assist with constructability reviews and risks mitigation. Facilitate initial Joint Utility Kickoff Meeting and reoccurring meetings for progress updates on construction activities. Enhance coordination by integrating utility engineering and construction personnel. Implement a dedicated utility tracking system for files, plans, schedules, and recommendation submittals to allow for quick review and work authorization approvals. Expedite utility relocations by segmenting relocation areas based on construction phasing, logical begin/end points, and prioritizing the construction of the relocations.
<i>Also see Utility Risks & Mitigation Strategies on Page 5</i>	
Public Community Relations	<ul style="list-style-type: none"> Led by Lynda Monroe who will collaborate with the SCDOT Public Relations Team during weekly meetings. Work with the AWC to prepare draft Press Releases for major traffic alerts.
Securing Permits	<ul style="list-style-type: none"> Identify USACE permit modification(s) early in the design process to reduce the number, schedule risks, and maintain regulatory compliance. Coordinate routinely with SCDOT to ensure permits are modified well in advance of construction to allow adequate planning time. Coordinate SCDHEC NOI throughout design development and submitted upon signed RFC plans.

Approach to communication, issue resolution and project execution relative to the following:

SCDOT's proposal to acquire all right of way in advance of the project	<ul style="list-style-type: none"> Develop a technical solution that resides within the SCDOT acquired ROW. We will work closely with SCDOT's ROW team during our design process on any parcels yet to be acquired including sharing our construction schedule, providing a preferred priority list, and being flexible with our construction sequence should any challenges arise.
OVTI process	<ul style="list-style-type: none"> Forge and maintain existing relationships built with OVTI Team and Construction QC Team during CCR Phases 1 and 2. Inform SCDOT of all construction activities and provide access to real-time project quality information. Blend cutting-edge IQF practices from highway mega projects around the United States with local SCDOT CEI best practices.
In-contract third-party utility relocation	<ul style="list-style-type: none"> Engage utility designers and contractors early to minimize relocations. Include utilities in CPM Schedule and identify areas of joint work opportunities to accelerate the relocations.
USACE permit modifications	<ul style="list-style-type: none"> Refer to "Securing Permits" above for a detailed discussion.

Quality Assurance Program (RFQ 3.3.4)

Quality Control (QC)	<ul style="list-style-type: none"> ✓ Refine our proven QC Plan by incorporating lessons learned from I-26 (mm85-101) and CCR Phases 1 and 2 projects to emphasize DOING THE WORK RIGHT THE FIRST TIME. ✓ IQF will define processes and procedures for QA materials testing and product inspection which will be used in acceptance decisions as described in this Program. ✓ QC Testing will be performed at ICE's 8,000 SF AASHTO-accredited lab. ✓ Additional local AASHTO-accredited laboratories will be used for specific specialized testing.
Interaction of Quality Control Manager, IQF, and SCDOT	<p>Quality Management Plan establishes formal requirements for regular project communication and reporting for the quality program including:</p> <ul style="list-style-type: none"> ✓ Weekly quality meeting with QCM and production management, the IQF, and SCDOT to discuss project issues, non-conformance reports, design changes, submittals, certifications, validation, and other quality-related items. ✓ Quarterly management review meeting where senior management from SCDOT and the AWC Team Executive Committee will discuss the status of the quality program with the QCM and the Independent Quality Manager (IQM). ✓ Co-locating QCM, IQM, and SCDOT oversight staff to facilitate daily interaction and communication.
Document Control Strategies	<ul style="list-style-type: none"> ✓ Utilize RKI's electronic data management system, Electronic Laboratory, and Vital Information system (ELVIS) for all QC/QA documents to provide SCDOT and the Team with real-time access to inspection, test, non-conformance, and other AASHTO-accredited Laboratory Capabilities. ✓ Because of the size and rapid turnaround time required for test results, RKI will establish a dedicated AASHTO-accredited laboratory onsite.
Understanding of Hold Points	<ul style="list-style-type: none"> ✓ Collaborate with RKI and SCDOT to implement procedures to ensure all field personnel stay informed. ✓ Provide three-week look-ahead schedules (updated weekly) to our IQF and SCDOT to include all associated hold points for work activities listed. ✓ Incorporate only after acceptance by RKI and/or SCDOT.
Quality Acceptance	<ul style="list-style-type: none"> ✓ <u>IQM, Newel White</u>, served as IQM for CCR Phase 1 and Phase 2 Projects and other large DB national projects and will lead IQF efforts. ✓ IQM support: Materials Manager, QA Inspection and Testing team, and an SCDOT-approved Dynamic / Static Load Testing team. ✓ The entire Independent Quality Team has SCDOT CEI experience and understands requirements for material and product acceptance.
Role and Interaction of IQM, the Proposer's Team and SCDOT	<ul style="list-style-type: none"> ✓ IQM, Newel will report jointly to SCDOT and the AWC-ICE Team's Executive Committee. <ul style="list-style-type: none"> ○ Participate and lead the weekly quality meetings with AWC staff, QCM, and SCDOT OV staff. ○ Generate and present quarterly quality reports at the Senior Management Review meeting. ○ Facilitate QAP training to ensure that our Team, including the quality staff, understand their roles and responsibilities. ○ Refresher training will be held when significant changes to the CQMP are made.
Engineering Judgement	<ul style="list-style-type: none"> ✓ Coordinate with SCDOT to develop a procedure for use of Engineering Judgement (EJ) during the CQMP development phase. ✓ List of delegated items for which IQF can use EJ similar to the following successfully implemented on previous projects: <ul style="list-style-type: none"> ○ Owner-approved list of EJ work items. ○ Log all instances and automated email notification when the IQF has exercised EJ. ○ Regular review and coordination with SCDOT regarding the use of EJ.
Anticipated Staffing Levels for SCDOT-Certified Testing and Inspection	<ul style="list-style-type: none"> ✓ IQM reviews the project schedule to develop a base-level IQF Staffing Plan during the development of the CQMP. ✓ Coordinate with SCDOT to define levels of inspection coverage for anticipated work activities. ✓ IQF meets regularly with SCDOT and AWC during construction to monitor the IQF staffing levels to ensure adequate inspection coverage to make necessary adjustments if required.

AWC-ICE Team Advantages

- ✓ Assisted with the development of CQMP for CCR Phases 1 and 2.
- ✓ Shallow learning curve to refine previously approved CQMP.
- ✓ Comprehensive understanding of QAP for the CCR Program.
- ✓ Clear insight on the independence of major components: QC, QA, and OVF.
- ✓ Foster strategic partnership with CCR Phases 1 & 2 IQF, Raba Kistner, Inc.
- ✓ ICE QC Team and OVI Team have forged strong relationships during the CCR Phases 1 and 2.

Figure 3.3.4.i



Field Engineers	2
Document Control	1
Laboratory	1-2
Inspectors/Testers	4-6

Based on past IQF projects of similar size, **Figure 3.3.4.i** illustrates typical staffing levels required to perform the IQF role. Actual staffing will be based on the IQF scope defined in the RFP, AWC's schedule, and the approved CQMP.

3.4 EXPERIENCE OF KEY INDIVIDUALS

APPENDIX A.

Key Individual Role - Name	Featured Project Experience
Pat Goggin (AWC) - Project Manager Pat has more than 42 years of experience in delivering some of the most complex transportation projects across the Midwest and Southeastern US. Pat is responsible for the planning and execution of all construction operations, focusing on safety, ethics, quality, cost, monitoring construction activities and meeting customer expectations.	<ul style="list-style-type: none"> \$465M SC I-26 (MM 85-101) \$471M DC S. Capital Corridor \$470M FL I-95 Express Lanes
David Yoder, PE (ICE) – Lead Design Engineer With 17 years of progressive experience, David was the EOR on several SCDOT design-build bridge projects. He has provided management, bridge design, plan preparation, and quantity calculations. David demonstrates exceptional leadership skills in coordinating with engineers, designers, and subconsultants to ensure the delivery of a high-quality project.	<ul style="list-style-type: none"> \$207M SC CCR1 (Bridge 35) \$56M SC 9 over Catawba River \$465M I-26 Widening 85-101
John Adams (AWC) – Construction Manager John has nearly 30 years of experience working in heavy highway construction. As a Sr. Superintendent/Construction Manager he is responsible for supervising field staff and providing efficient scheduling for the completion of all project work. He provides training and guidance to field staff and is responsible for operational process improvements.	<ul style="list-style-type: none"> \$305M NC I-26 Reconstruction \$1.1B CO I-70 Widening \$81M FL SR 90 Bridge
Newel White, PE (RKI) - Independent Quality Manager Newel has more than 18 years of experience, the past 12 of which have focused on managing quality programs for large design-build highway projects. His roles included management of quality plans, inspection programs, materials testing, off-site fabrication inspection, design review, and construction engineering.	<ul style="list-style-type: none"> \$207M SC CCR1 \$600M UT West Davis Corridor \$1B AZ Loop 202 South Mtn. Frwy.

Each of our proposed Key Individuals listed above has provided services in a similar role on CCR Phases 1, 2, and/or I-26 Widening (85-101).



3.5 PAST PERFORMANCE OF THE TEAM

Experience of the Proposer's Team (RFQ 3.5.1) Completed *Work History and Quality Forms* are included in [APPENDIX B.](#)

AWC: Contractor Work History	MAJOR PROJECT COMPONENTS SIMILAR TO CCR3C						
	DESIGN BUILD	INTERSTATE	WATER BRIDGE	RR BRIDGE	UTILITY RELOCATE	LIMIT SITE ACC.	ENVIRON SENSITIVE
SCDOT I-77 Widening (MM 15-27) – Richland County, SC	■	■	■		■	■	■
NCDOT I-26 Reconstruction - Asheville, NC		■		■	■	■	■
FDOT I-95 Overland – Jacksonville, FL	■	■	■	■	■	■	■
FDOT Crosstown Parkway Extension – Port St. Lucie, FL	■	■	■		■	■	■
ICE: Designer Work History							
SCDOT Carolina Crossroads Phase 1 (Bridge 35) – Richland & Lexington Counties, SC	■	■	■	■	■	■	■
SCDOT Harbor River Bridge – Beaufort County, SC	■		■		■	■	■
NCDOT US 701 over Cape Fear River Bridge			■			■	■
SCDOT SC 9 over Catawba River – Chester & Lancaster Counties, SC	■		■	■	■	■	■
RKI: Independent Quality Firm Work History							
SCDOT Carolina Crossroads Phase 1 – Richland & Lexington Counties, SC	■	■	■	■	■	■	■
ADOT Loop 202 South Mountain Freeway – Phoenix, AZ		■	■		■		■

Quality of Past Performance (RFQ 3.5.2) ([APPENDIX C](#)) AWC has not been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity within the last five years, nor are any such actions pending.

3.6 LEGAL AND FINANCIAL

Financial Capacity, Bonding Capability, and Organizational Agreements (RFQ 3.6.1, 3.6.2, 3.6.3) ([APPENDIX D](#))

An aerial photograph of a multi-lane highway running vertically through a dense forest. To the right of the highway, there is a bright green rectangular field and a parking lot with several cars. The image is framed by large, flowing blue and green abstract shapes on the left and right sides.

Appendix A

An aerial photograph of a multi-lane highway running vertically through a dense forest. To the right of the highway, there is a bright green rectangular field and a parking lot with several cars. The image is framed by large, flowing blue and green abstract shapes on the left and right sides.

Key Individual Resume Forms

Project Manager: **Patrick Charles Goggin, Sr.**

Lead Design Engineer: **David Kyle Yoder, PE**

Construction Manager: **John Paul Adams**

Independent Quality Manager: **Newel Kimball White, PE**

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

- a. Name & Title:
Patrick Charles Goggin, Sr., Project Executive
- b. Role of Key Individual for this Project:
Project Manager
- c. Name of Firm with which you are now associated:
Archer Western Construction, LLC



- d. Years of Experience: With this Firm **23** Years With Other Firms **21** Years

Employment History:

Archer Western Construction, LLC | Project Executive | As project executive, Pat is responsible for all aspects of construction operations, including the establishment of management systems, close supervision over projects in progress, direct supervision of project management staff, preconstruction services and estimating, design management, value engineering, scheduling, and the preparation of quality control programs. Pat interacts with project clients throughout the duration of projects. 2001 – Present

Ganna Construction | Senior Project Superintendent | Pat continued to work in Illinois on heavy civil interstate and highway projects. As superintendent, his responsibilities were those of a project manager including oversight of operations and ensuring successful project delivery. 1997-2001

Bolander Construction | Laborer – Senior Project Superintendent | Pat began his career as a laborer on paving crews for heavy civil transportation projects in Illinois and was quickly promoted to project foreman while completing his degree. 1980-1997

- e. Education:
University of South Florida / Tampa, FL / Bachelor of Science / 1983 / Civil Engineering

- f. Active Registrations: NA

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

1. I-26 Widening (MM 85-101) – Columbia, SC

Key Personnel Role: Design-Build Project Manager
Experience with Current Firm: Yes, Archer Western (Archer-United JV)
Project/Assignment Duration: Project 2019 – Present | Assigned 2021 – Present
Owner Contact Information: SCDOT | Nick Waites | waitesnt@scdot.org | 803-737-1308
Design/Construction Value: \$465 Million



Project Description: AWC is partnering with UIG on this design-build project designed by ICE which consists of 16 miles of widening and reconstruction on a heavily traveled section of I-26, three new interchanges, and eight overpasses west of Columbia and near the Carolina Crossroads Phase 3 project site. This project will reconstruct pavement, increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. AUJV is constructing four new interchanges, improving three additional interchanges, and replacing seven existing overpass bridges over interstate roadway. Additional scopes include permit acquisition, bridge demolition, utility design and coordination, and noise wall construction in a geotechnically challenging and rocky environmental with seismic considerations. During design, AUJV segmented the project to allow for early works design packages to ensure portions of the project would be completed and opened to traffic early. AUJV collaborated with SCDOT to redesign the project's MOT plan to reduce impacts to the traveling public and improve safety. AUJV also redesigned the Exit 91 interchange from a staged DDI to relocating the Columbia Avenue partial cloverleaf interchange. The new design is easier to construct and avoids local business relocations, saving SCDOT significant right-of-way costs. AUJV will provide quality control in conjunction while ICE will provide quality control inspection during construction. Pat is providing executive oversight of all construction operations and staff on the project. *Similarities to CCR3C: Design-Build, bridge demolition and construction, interstate widening, noise barrier, utility relocation, same lead designer (ICE)*



2. South Capitol Street Corridor – Washington, D.C.

Key Personnel Role: Construction Manager
Experience with Current Firm: South Capital Bridgebuilders (Archer Western)
Project/Assignment Duration: Project 2017-2021 | Assigned 2020-2021
Owner Contact Information: DDOT | Joseph D. Dorsey | joseph.dorsey@dc.gov | 202-210-4542
Design/Construction Value: \$471 Million



Project Description: This design-build project includes the construction of the six-lane new Frederick Douglass Memorial Bridge (FDMB) with parallel alignment across the Anacostia River and tie-ins with adjacent roads in Washington, D.C. A new traffic oval was built on the west landing of the bridge to connect to South Capital and reconnect R Street and Q Street. On the east landing, a new traffic oval connects South Capitol to Anacostia Drive and Howard Road. Construction also includes two new I-295 bridges over Suitland Parkway and upgrades to the I-295 ramp as well as bikeway and pedestrian access to the FDMB. The project concluded with the demolition of the existing bridge across the Anacostia River. As project executive, Pat was responsible for the oversight of 25 project management staff members and all project operations. Maintenance of traffic and ensuring a safe and secure job site was critical for this high-value, high-profile project located near the National Mall. *Similarities to CCR3C: Design-build, bridge demolition and construction, bridge over water, interstate construction, utility relocation, environmental sensitivity.*

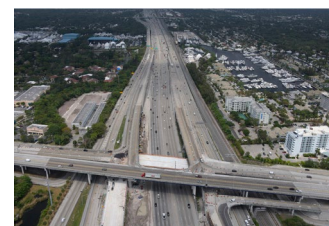


3. Broward I-95 Express Lanes Design-Build – Dania Beach, FL

Key Personnel Role: Project Manager
Experience with Current Firm: Yes, Archer Western
Project/Assignment Duration: Project 2017-2024 | Assigned 2017-2018
Owner Contact Information: FDOT | Mark Moshier | mark.moshier@dot.state.fl.us | 954-958-7628
Design/Construction Value: \$470 Million



Project Description: This design-build project consisted of adding express lanes on I-95 and I-595, replacing the concrete road surface on northbound and southbound SR 9A/I-95 from NW 29 Street to NW 79 Street, and removing and reconstructing 284,000 square yards of concrete pavement. The project included the construction of direct connections between northbound and southbound I-95 express lanes and I-595 and improvements to the I-95/SR-84 interchange, including bridge replacements for westbound SR-84 over I-95 and the northbound I-95 on-ramp. Additional scopes included the installation of new signage, lighting, and ITS. This busy section of interstate carries more than 254,500 cars and trucks on an average day. With a constricted work area and limited work windows, it was imperative to have a well-vetted traffic management plan (TMP) for the project. Pat participated in task force meetings to help create the TMP that ultimately minimized impacts on the traveling public by limiting lane closures to nights and weekends. Pat also coordinated with FDOT, design, and construction teams during preconstruction, reviewing designs for constructability, scheduling work, and tracking job costs. He was also part of a multidisciplinary engineering focus group tasked with addressing clearance challenges between existing roadway alignments and planned flyover ramp structures.



Similarities to CCR3C: *Design-build, interstate widening, bridge construction, utility relocation*

4. Ohio River Bridges Downtown Crossing Design-Build – Louisville, KY

Key Personnel Role: Construction Manager
Experience with Current Firm: Yes, Archer Western
Project/Assignment Duration: Project 2013-2017 | Assigned 2013-2015
Owner Contact Information: KTC | Gary Valentine | gvalentine@ky.gov | 502-764-0752
Design/Construction Value: \$894 Million



Project Description: This design-build project included roadway reconfiguration, rebuilding 45 structures including the Kennedy Interchange in downtown Louisville, KY, building a new cable-stayed I-65 bridge, repairing the existing bridge crossing, and constructing a new segment of northbound I-65 in Indiana. The project eliminated weaves, problematic merges, and tight curves on the interstate approaches to the bridge. It also created emergency lanes, enabled motorists to maintain an average speed of more than 45 miles per hour during rush hour, and created entrance and exit ramps on I-71 at Frankfort Avenue. During the design phase, Pat worked with the designer to develop the project approach for roadway, bridges, MOT, ITS, and stakeholder and community outreach. Pat oversaw all aspects of design and construction including schedule and cost control, safety and quality management, and owner and stakeholder coordination.



Similarities to CCR3C: *Design Build, interstate construction, bridge replacements, bridge over water, utility relocations, environmental sensitivity.*

5. Dan Ryan Expressway Program – Chicago, IL

Key Personnel Role: Construction Manager
Experience with Current Firm: Yes (Archer Western)
Project/Assignment Duration: Project 2003-2007 | Assigned 2003-2007
Owner Contact Information: WSP | Gene Joynt | eugene.joynt@wsp.com | 312-914-9678
Design/Construction Value: \$724 Million

Project Description: The Dan Ryan Expressway Program was a collection of 12 projects in the busiest roadway corridor in Chicago. With an average daily traffic count of more than 300,000 vehicles, the site included 10 lanes of freeway over six miles that expanded to 16 lanes of freeway for four miles and almost two miles of an elevated bridge. The total project included 11.47 miles of interstate construction with retaining walls, frontage road and cross street bridge construction, and deep shafts to facilitate utility relocation. The project site had CTA rail line tracks to one side and the congested live traffic lanes to the other while the express lane work was underway. Pat worked with the project team to develop a unique ingress/egress solution to overcome the extremely constrained access conditions. The innovative approach provided six locations where sound wall segments were demolished and temporary ramps were constructed to connect the site directly to the local surface streets. This innovative method removed over approximately 1,400 trucks daily from the corridor and avoided major impacts to the traveling public.



Similarities to CCR3C: *Interstate widening, bridge construction, utility relocations, railroad coordination, environmental sensitivity, noise walls.*

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.

Pat is currently assigned to the I-26 Widening MM 85-101 project. Upon completion of I-26 and award of Carolina Crossroads Phase 3C, he will serve full-time on-site as Project Manager.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual Anticipated for the Project.

a. Name & Title:
David Kyle Yoder, PE, Structural Engineer

b. Role of Key Individual for this Project:
Lead Design Engineer

c. Name of Firm with which you are now associated:
Infrastructure Consulting & Engineering, LLC



d. Years of Experience: With this Firm **9** Years With Other Firms **8** Years

Employment History:

Infrastructure Consulting & Engineering, LLC: Structural Engineer - Bridge design, plan preparation, and quantity calculations for both design-bid-build and Design-Build contracts. Expertise includes AASHTO bridge specifications (LRFD and LFD) along with the SCDOT bridge design manual and seismic specifications. Proficient in MicroStation, MathCad, LPile, Excel, Adobe Professional, and structural analysis packages, including SAP, LARSA, LEAP, Merlin-Dash, and PCA Column. (2015-Present)

The LPA Group / Michael Baker: Structural Engineer: Mr. Yoder was responsible for the design of concrete and steel bridges, retaining walls, culverts, cofferdams, and other transportation-related structures. (2012-2015). Structural Designer: Prior to being licensed, Mr. Yoder was responsible for planning, preparation and layout of bridge structures and retaining wall construction plans, which included gathering and computing information to prepare contract drawings. (2007-2012)

e. Education:

Clemson University / Clemson, SC / Bachelor of Science / May 2007 / Civil Engineering

f. Active Registrations:

2012 / South Carolina / Professional Engineer / 29964

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

1. Carolina Crossroads (Phase 1) – Richland and Lexington Counties, SC

Key Personnel Role: Structural Engineer of Record
Experience with Current Firm: Yes, Infrastructure Consulting & Engineering, LLC
Project/Assignment Duration: Project 2021-Current, Assigned 2021-Current
Owner Contact Information: SCDOT | Brian D. Klauk, PE, CPM, ENV SP | klaukbd@scdot.org | (803) 737-5051
Design/Construction Value: \$207.9 Million
Project Description: Mr. Yoder serves as the Structural Engineer of Record for Bridge 35, the most complex bridge on the project and one of the most unique bridges in the state. His responsibilities also include bridge design, coordination with the design team, and coordination with sub-consultants and the contractor. The project consists of all work necessary to complete the design and construction of a new exit ramp to US 378 from I-26 eastbound and associated interstate widening in Lexington County and a full access interchange at Colonial Life Boulevard at I-126 in Richland County. The purpose of the project is to provide traffic access to and from I-26 and I-126 to Colonial Life Blvd., allowing for the closure of the existing on and off ramps that access I-26 from Bush River Road. The project includes constructing a new westbound bridge along I-26 over the Saluda River which includes a ramp that crosses CSX Railroad. The two new ramp bridges at Colonial Life Blvd. consist of multi-span curved steel plate girder superstructures

Similarities to CCR3C: Design Build, bridge over water, interstate widening, RR coordination, same contractor (AWC)



2. Federal Aid Bridge Replacements (Package E) – SC 9 over Catawba River – Chester and Lancaster Counties, SC

Key Personnel Role: Structural Engineer of Record
Experience with Current Firm: Yes, Infrastructure Consulting & Engineering, LLC
Project/Assignment Duration: Project: 2015-2018, Assigned: 2015-2018
Owner Contact Information: SCDOT, John Boylston, PE, boylstonjd@scdot.org, (803) 737-1527
Design/Construction Value: \$56 Million

Project Description: This Design-Build project consisted of the replacement of 13 bridges at 12 bridge sites. The featured bridge, SC 9 over Catawba River, is an 11-span prestressed concrete beam bridge supported by steel piles at the end bents and concrete columns and drilled shafts at the interior bents. The total length of the bridge is 1,424 feet with three 170' long navigational spans over the Catawba River. The Florida BT-78 beams used in the 170' spans were the longest prestressed concrete beams used in South Carolina at the time of construction. Mr. Yoder served as the Structural Engineer of Record on seven bridges and his responsibilities included bridge design, bridge calculations review and construction support QA/QC of final plans.

Similarities to CCR3C: Design Build, bridge over water, environmental sensitivity, railroad coordination (for adjacent RR bridge)



3. I-26 Widening MM 85-101 – Richland, Lexington, and Newberry Counties, SC

Key Personnel Role: Structural Engineer of Record
Experience with Current Firm: Yes, Infrastructure Consulting & Engineering, LLC
Project/Assignment Duration: Project: 2019-Current, Assigned: 2019-Current
Owner Contact Information: SCDOT, Brad Reynolds, PE, reynoldsbs@scdot.org, (803) 737-1440
Design/Construction Value: \$465 Million



Project Description: This design-build project involves widening the interstate for 16 miles. 5.4 miles were widened from six to eight lanes and the remaining portion was widened from four to six lanes. Construction includes a new DDI, a cloverleaf interchange, major improvements at the exit 85 interchange, and the replacement of seven overpass bridges. Mr. Yoder was the Structural Engineer of Record for 6 of the 10 bridges. He was responsible for task management, bridge design, plan production coordination, shop/working drawing review, signing the plans, and assisting with coordination between ICE and the Contractor.

Similarities to CCR3C: *Design Build, interstate widening, bridge replacements, same contractor (AWC)*



4. SC 277 NB Flyover Ramp / Bridge Replacement – Richland County, SC

Key Personnel Role: Structural Engineering of Record
Experience with Current Firm: Yes, Infrastructure Consulting & Engineering, LLC
Project/Assignment Duration: Project: 2018-2021, Assigned: 2018-2021
Owner Contact Information: SCDOT, Jae Mattox, PE, mattoxjh@scdot.org, (803) 737-1805
Design/Construction Value: \$24.9 Million



Project Description: Mr. Yoder served as the Structural Engineer of Record and was responsible for managing the structural team and designing the curved steel bridge. This \$24.9 million Design-Build project included replacing SC 277 NB Flyover over I-77 and demolishing the existing concrete box bridge. The purpose was to correct the structural deficiencies and bring the existing bridge and roadway up to current design and safety standards.

Similarities to CCR3C: *Design Build, bridge replacement, interstate construction, bridge demolition, same contractor (AWC)*



5. US 21 over Harbor River Bridge Replacement – Beaufort County, SC

Key Personnel Role: Structural Engineer
Experience with Current Firm: Yes, Infrastructure Consulting & Engineering, LLC
Project/Assignment Duration: Project: 2018-2021, Assigned: 2018-2020
Owner Contact Information: SCDOT, Jae Mattox, PE, mattoxjh@scdot.org, (803) 737-1305
Design/Construction Value: \$54.7 Million



Project Description: Mr. Yoder served as a Structural Engineer responsible for assisting with the bridge design, plan production, and quantity calculations for the project. This Design-Build project consisted of replacing the existing swing-span bridge over a tidal waterway / navigable channel which serves as the only means for vehicular transportation from the mainland to Harbor and Fripp islands. The new high-level 3,353 foot long fixed-span Harbor River bridge provides uninterrupted access for shrimping and sailing vessels along the river below as well as provide improved safety for motorists crossing the bridge itself. The replacement bridge has two 12' wide lanes with 10' paved shoulders in each direction, providing 90' of horizontal and 65' vertical clearance for river navigation.

Similarities to CCR3C: *Design Build, bridge over water, utility relocations, environmentally sensitive*



- 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.

As the Lead Design Engineer, David is not required to be on-site full-time for the duration of construction.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:
John Paul Adams, Senior Superintendent

b. Role of Key Individual for this Project:
Construction Manager

c. Name of Firm with which you are now associated:
Archer Western Construction, LLC



d. Years of Experience: With this Firm **4** Years With Other Firms **27** Years

Employment History:

Archer Western Construction, LLC | Senior Superintendent | As senior superintendent, Mr. Adams is responsible for the direct supervision of field operations staff and efficient scheduling for the physical completion of all project work. He provides training and guidance to field staff and is responsible for operational process improvements. He is currently working on an interstate and bridge reconstruction project for NCDOT and has had two field superintendents and up to eight crews serving under him on the project. 2020 – Present.

Phillips & Jordan | General Superintendent | Mr. Adams was responsible for construction operations on concrete structures valued between \$50 and \$70 million associated with water resource facilities including water spillways and emergency spillways for coal ash landfills for the Tennessee Valley Authority. 2019 – 2020.

Kiewit | General Superintendent | Mr. Adams served as general superintendent on Colorado DOT's \$1.1 billion I-70 (C-70) Widening project in Denver, Colorado. He was responsible for railroad line relocation and realignment and construction of an adjacent CDOT Y-Line bridge over I-70 to accommodate the subsequent widening of the interstate. 2018-2019.

Brasfield & Gorrie | General Superintendent | Mr. Adams worked from project start-up to completion on two \$25 million CSX Transportation structural steel railroad bridge replacement projects. Construction operations used the roll-in, change-out accelerate bridge construction technique with a line outage. 2017-2018.

Kiewit Power | General Superintendent | Mr. Adams' oversaw structural concrete operations on combined-cycle power plant projects for Duke Energy, Dominion Power and Progress Energy in the southeast. He provided direct supervision of 50-100 field staff members on these large \$1 billion projects. 2016 – 2017.

Archer Western | Superintendent | Mr. Adams initially joined Archer Western as a superintendent on Alabama DOT's Corridor X/I-65 Interchange project in Birmingham where he was the sole superintendent responsible for overseeing 70 personnel on seven crews. Mr. Adams was hired toward the end of the project to ensure its successful and timely completion. 2015.

Kiewit | Foreman, General Superintendent | Mr. Adams started his career with Kiewit as a foreman overseeing structures and concrete work on heavy civil transportation projects in the southeast. He was subsequently promoted to structures superintendent and general superintendent overseeing not only structures and concrete operations, but also site grading, asphalt paving and other scopes of work. 1995 – 2015.

e. Education:
N/A

f. Active Registrations:

Competent Person: Rigging and Confined Spaces; Construction Safety & Health Certification; OSHA 311 Fall Protection, 500 Construction, 521 Industrial Hygiene, 3015 Excavation, 3115 Fall Protection, 2264 Permit Required Confined Space; OSHA 10 Hour, 30 Hour; OSHA 500 and 501 Trainer Courses; Trenching & Soil Mechanics; EST 7000 Scaffold Safety; NCCER Level 3 Concrete; Confined Space 5 Hours; EM 385 1-1 16 Hour Trainer Course; 8 Hour and 24 Hour HAZMAT; Crane Training; Master Riggers Training

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

1. Carolina Crossroads Phase 1 – Richland and Lexington Counties, SC

Key Personnel Role: Sr. Structural Superintendent

Experience with Current Firm: Yes, Archer Western (Archer-United JV)

Project/Assignment Duration: Project 2021-Present | Assigned 2023-Present

Owner Contact Information: SCDOT | Brian D. Klauk, PE, CPM, ENV SP | klaukbd@scdot.org | 803-737-5051

Design/Construction Value: \$207.9 Million

Project Description: Carolina Crossroads Phase 1 consists of the re-design and construction of a new fully directional interchange for Colonial Life Boulevard at I-126 implementing the use of the two existing Colonial Life Boulevard Ramp Bridges over I-126 and Arrowwood Road. The scope also included improvements on I-26 and I-126 with three (3) new bridges. As the Structural Superintendent, Mr. Adams is responsible for overseeing the construction of all bridges and structural concrete on the project.

Similarities to CCR3C: Design-Build, environmentally sensitive, bridge over water, bridge over railroad



2. NCDOT I-26 Reconstruction – Asheville, NC

Key Personnel Role: Senior Superintendent
Experience with Current Firm: Yes, Archer Western (Archer Wright JV)
Project/Assignment Duration: Project 2019-2024 | Assigned 2020-Present NCDOT NCDOT,
Owner Contact Information: Michael Patton mdpatton@ncdot.gov | 828-243-3244
Design/Construction Value: \$305 Million

Project Description: This bid-build project includes reconstruction and widening of an 8.6-mile portion of I-26 extending from US 64 west to the NC 280 interchange to enhance traffic flow in a geotechnically challenging environment. Scopes of work include utility coordination, noise and MSE wall construction, and demolition and reconstruction of ten overpass and in-line bridges, two over Blue Ridge Southern Railroad lines and four over water. Also included are converting the I-26 and US 25 interchange from a diamond to a diverging diamond and two new bridges over tributaries to the French Broad River. Early constructability reviews revealed critical project phasing issues with the temporary and permanent drainage design; AWC worked with NCDOT to redesign the drainage plan, preventing six months of delay on the project. Mr. Adams is responsible for overseeing the construction of all bridges and structural concrete on the project.



Similarities to CCR3C: *Interstate widening, bridges over railroad, bridges over water, utility relocations, noise walls, railroad coordination, environmentally sensitivity.*

3. Colorado DOT I-70 (C-70) Widening – Denver, Colorado

Key Personnel Role: General Superintendent
Experience with Current Firm: No (Kiewit)
Project/Assignment Duration: Project 2018-2022 | Assigned 2018-2020
Owner Contact Information: CDOT | Robert Hays | robert.hays@state.co.us | 720-920-4683
Design/Construction Value: \$1.1 Billion



Project Description: This large design-build-finance-operate-maintain interstate project, the largest transportation project at the time in Colorado's history, was intended to reduce travel time and improve safety through the corridor. The scope of work included the reconfiguration of 10 miles of I-70 and the bridges and interchanges in the corridor, and the relocation and realignment of a Union Pacific Railroad line. The project included full reconstruction of I-70 between Brighton Boulevard and the I-270 interchange widening it from the interchange to Chambers Road, including three simple span AASHTO girder bridges and several concrete bridges. As general superintendent, Mr. Adams was responsible for the segment of the job that consisted of a 1,900 LF continuous plate girder span bridge over I-70 and the timely relocation and realignment of a portion of adjacent railroad lines.



During preconstruction, he managed the planning of formwork selection, equipment utilization, temp-shoring design, and installation.
Similarities to CCR3C: *Design-Build, bridge over railroad, bridge over water, interstate widening, utility relocations, railroad coordination, environmental sensitivity*

4. HJAIA CONRAC Access Ramp – Atlanta, GA

Key Personnel Role: Senior Superintendent
Experience with Current Firm: No (Kiewit)
Project/Assignment Duration: Project 2007-2009 | Assigned 2007-2009
Owner Contact Information: City of Atlanta – Aviation Dept. | David Gruber david.gruber@atl.com | 404-382-1308
Design/Construction Value: \$30.4 Million

Project Description: This project involved the construction of a new 2,025 LF divided bridge extending from the CONRAC facility to the Hartsfield Jackson Atlanta International Airport (HJAIA) grounds and spanning I-85, US 29, a MARTA commuter rail line, and five other roadways. The bridge is made up of steel H pile foundations and simple concrete spans. Under Mr. Adams' leadership, the project was successfully completed with zero recordable incidents and under budget on all operations, with the projected margin nearly doubled. Mr. Adams was responsible for coordination of the project's operations with subcontractors and numerous stakeholders including GDOT, HJAIA, the City of Atlanta, numerous utility companies, and MARTA.



Similarities to CCR3C: *Bridge over railroad, utility relocations, railroad coordination*

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

Mr. Adams is currently serving as structural superintendent on the Carolina Crossroads Phase 1 project which is scheduled for substantial completion in October 2024. He will be available to serve on-site full-time for the duration of construction on the CCR3C project.

KEY INDIVIDUAL RESUME FORM

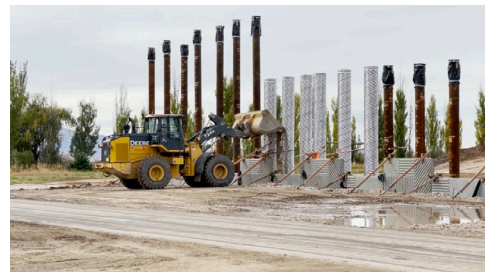
Brief Resume of Key Individual anticipated for the Project.	
<p>a. Name & Title: Newel Kimball White, PE, Vice President</p> <p>b. Role of Key Individual for this Project: Independent Quality Manager (IQM)</p> <p>c. Name of Firm with which you are now associated: Raba Kistner, Inc. (RKI)</p>	
<p>d. Years of Experience: With this Firm 13 Years With Other Firms 4 Years</p> <p>Employment History:</p> <p>Raba Kistner Infrastructure, Inc (2010-Present): Vice President/Quality Manager – Responsible for developing and managing quality programs for large design build highway projects across the United States.</p> <p>PSI/Intertek (2008-2010): Engineering Department Manager – Responsible for managing geotechnical engineering projects including field exploration, construction inspection and design deliverables.</p> <p>Ardaman & Associates (2004-2006): Project Manager – Responsible for geotechnical design projects and construction inspection programs.</p>	
<p>e. Education:</p> <p>University of South Florida / Tampa, Florida / Bachelor of Science Civil Engineering / 2004</p> <p>University of South Florida / Tampa, Florida / Master of Science Civil Engineering – Geotechnical / 2004</p> <p>Stanford University / Stanford, California / Master of Business Administration / 2008</p>	
<p>f. Active Registrations:</p> <p>SC / Civil / 40253, FL / Civil / 76610, UT / Civil / 7558174, NV / Civil / 023812, AZ / Civil / 60559, NM / Civil / 27865</p> <p>ASQ – Certified Manager of Quality/Organizational Excellence – No. 54698</p>	
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p>	
<p>1. Carolina Crossroads Phase 1 – Richland and Lexington Counties, SC</p> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 80%;"> <p>Key Personnel Role: Independent Quality Manager (IQM)</p> <p>Experience with Current Firm: Yes, Raba Kistner Inc.</p> <p>Project/Assignment Duration: Project 2021-Present, Assigned 2021-Present</p> <p>Owner Contact Information: SCDOT Brian D. Klauk, PE, CPM, ENV SP klaukbd@scdot.org (803) 737-5051</p> <p>Design/Construction Value: \$207.9 Construction Value</p> <p>Project Description: The project consists of all work necessary to complete the design and construction of a new exit ramp to US 378 from I-26 eastbound and associated interstate widening in Lexington County and a full access interchange at Colonial Life Boulevard at I-126 in Richland County. The purpose of the project is to provide traffic access to and from I-26 and I-126 to Colonial Life Blvd., allowing for the closure of the existing on and off ramps that access I-26 from Bush River Road. The project includes constructing a new westbound bridge along I-26 over the Saluda River which includes a ramp that crosses CSX Railroad. The two new ramp bridges at Colonial Life Blvd. consist of multi-span curved steel plate girder superstructures.</p> <p>As the IQM, Mr. White's responsibilities are to ensure compliance and quality acceptance (QA) with RFC plans, SCDOT standards, and RFP requirements. He oversees the inspection staff performing sampling, testing and inspection and he manages an AASHTO certified laboratory. Mr. White worked with the SCDOT and the AUJV to create a construction QMP that defined the role and procedures for IQF to accept the construction work being performed. He performs routine audits for compliance to the CQMP. He reports to the AUJV board and the SCDOT and utilizes the ELVIS (Electronic Laboratory and Vital Information System) to store all quality-related documents for the project.</p> <p><i>Similarities to CCR3C: Design Build, Bridge Over Water (Saluda River), Bridge over Railroad, Railroad Coordination, Interstate Widening, Utility Relocation, Environmentally Sensitivity, Same Contractor (AWC)</i></p> </div> <div style="width: 15%; text-align: center;">  </div> </div> <div style="margin-top: 10px;">  </div>	

2. West Davis Corridor – Davis County, UT

Key Personnel Role: Construction Quality Manager (CQM)
Experience with Current Firm: Yes, Raba Kistner, Inc.
Project/Assignment Duration: Project 2020-Present, Assigned 2020-2022
Owner Contact Information: UDOT, Kelly Barrett, kbarrett@utah.gov, (801) 620-1600
Design/Construction Value: \$600M Construction Value

Project Description: This project includes 20+ miles of mostly greenfield construction with 50+ new structures. As CQM Newel worked with the joint venture team and UDOT to develop the Construction Quality Plan for the project. He is responsible for staffing and executing the quality assurance portion of the quality plan. In this role, he manages the day-to-day effort of the IQF firm's staff which includes 35+ engineers, administrative staff, inspection staff and materials technicians. He is responsible for evaluating the construction work for acceptance and documenting work that does not meet project requirements.

Similarities to CCR3C: Bridge construction, bridge over water, noise barrier, environmental sensitivity.



3. Loop 202, South Mountain Freeway – Phoenix, AZ

Key Personnel Role: Construction IQF Manager (CIQM)
Experience with Current Firm: Yes, Raba Kistner, Inc.
Project/Assignment Duration: Project 2016-2020, Assigned 2016-2018
Owner Contact Information: ADOT, Julie Gadsby, JGadsby@azdot.gov, (602) 768-2167
Design/Construction Value: \$986M Construction Value

Project Description: This project includes 22 miles of construction with 41 new bridges and 1.2M tons of HMAC paving in Phoenix, AZ. As CIQM, Newel's specific responsibilities included leading a staff of 60+ PEs, EITs, inspectors, and lab technicians to provide Quality Assurance oversight and construction materials testing. He also is tasked with reviewing/modifying the project's Construction Quality Management Plan as necessary and providing applicable training to IQF staff. He interpreted plans and specifications and provided guidance based on the findings. He authored Technical Bulletins as required, which are used project-wide when further clarification is needed within the Project Team regarding IQF's acceptance requirements, inspection methods, and QA procedures. Newel resolved disputes on behalf of the IQF for issues that rise to the top level of the Project Escalation Ladder. He provided guidance and mentored the PE's and EIT's on his staff.

Similarities to CCR3C: Alternative delivery, interstate bridge demolition and construction, utility relocations, bridge over water.



4. I-15 CORE Reconstruction – Utah County, UT

Key Personnel Role: Materials Manager
Experience with Current Firm: Yes, Raba Kistner, Inc.
Project/Assignment Duration: Project 2010-2013, Assigned 2010-2013
Owner Contact Information: UDOT, Robert Stewart, rstewart@utah.gov, (801) 440-5746
Design/Construction Value: \$1.2B Construction Value

Project Description: The I-15 CORE Project is the largest Design-Build (DB) highway project ever constructed in the State of Utah, totaling \$1.2 Billion and consisting of reconstructing 26 miles of I-15 through Utah County. Mr. White oversaw the materials program for the project including the placement of over 2.5M CY of PCCP, 600,000 tons of HMA, 250,000 CY of structural concrete and 3M+ CY of embankment material. Mr. White managed a staff of 15+ engineers, materials technicians and inspectors. In addition, he performed statistical validation of contractor performed testing in accordance with FHWA requirements.

Similarities to CCR3C: Interstate construction, bridge demolition, bridge construction, utility relocation, environmental sensitivity.




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.

Newel White is currently assigned to CCR 1 and CCR 2 as IQM, which will both be substantially complete prior to the start of the Carolina Crossroads Phase 3C project, allowing him to be on-site, full-time, for the duration of construction.

An aerial photograph showing a multi-lane highway with several vehicles. To the right of the highway is a bright green rectangular field, and further right is a parking lot with several cars. The surrounding area is densely forested with green trees.



Appendix B

An aerial photograph of a bridge spanning a river. The bridge has several vehicles on it. The river is surrounded by dense green trees and vegetation.

Work History and Quality Form (3.5.1)





WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’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 AWC (in thousands)
Name: I-77 Widening & Rehabilitation (MM 15-27) Delivery Method: DB Location: Richland County, SC	Name: Infrastructure Consulting & Engineering, PLLC	Name of Owner: SCDOT Project Manager: John Burns Phone: 803-699-5068. Email: burnsjm@scdot.org	Construction: 12/2018 Design: 03/2017	\$90,931	\$58,707
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>Project Description: Archer Western was the Design Builder and Prime Contractor for this design-build project consisting of widening NB and SB I-77 in Richland County with one additional lane in each direction beginning between SC12 (Percival Road) and I-20 and terminating near the S-52 (Killian Road) interchange, a distance of approximately 6.5 miles. There are 10 bridges along the project site that were rehabilitated and widened including the mainline bridges (5 dual bridges), two of which are stream / lake crossings. Finally, the project included 12 miles of interstate rehab along SB I-77 from Percival Road to S-59 (Blythewood Road) and interstate rehabilitation along NB I-77 from Percival Road to Killian Road.</p> <p>Key Individual name/role/time on the project:</p> <p>David Yoder, PE, Structural Engineer (2016-2019)</p>		<p><u>SIMILIARITIES to CCR3C:</u></p> <ul style="list-style-type: none">▪ Design-Build with same Engineer (ICE)▪ Interstate bridge construction▪ Interstate widening▪ Bridge over Water▪ Limited site access▪ Environmental sensitivity▪ Utility Coordination	 		
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’s performance on the project to identify Lead Contractor/Major Sub-contractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractor/Major Sub-contractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
AWC started construction on time with USACE and SCDHEC NOI permits in hand, the latter of which was acquired early due to partnering with SCDOT. AWC managed all issues that arose promptly to minimize delays and continued to partner with the SCDOT throughout the construction duration to eliminate claims, disputes, and litigation. There are no existing or pending claims, disputes or litigation/arbitration on this project.					
i. Quality Initiatives. Discuss AWC’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>Quality initiatives included:</p> <ul style="list-style-type: none">• Schedule Control – AWC used their standard schedule monitoring protocols (3-week look ahead, 90-day look ahead, monthly updates), a weekly review of upcoming activities kept critical activities in the forefront• QC/QA of Design – All submittals went through comprehensive QC review by design production squads and discipline leads. ICE used QA Review Team that included Peter Graf (structures), Larry Cook (Roadway), Jonathan Scarce (Hydro) and Michael Valiquette (Geotech)• Constructability Reviews - AWC’s project management provided constructability reviews of all submittals prior to their submission to the SCDOT• QC Team: Quality Manager and the senior inspector were involved during the design process providing input on the inspection process, ensuring that all testing requirements were met or exceeded. Same QC team lead inspection on the project for the duration of construction. The QC team participated in all owner and project schedule meetings to verify correct inspection coverage, plans, and appropriate documentation were provided to the SCDOT.• Work Plan Preconstruction Meetings: AWC instituted work plan review meetings prior starting major activities. Also included SCDOT (including staff from headquarters), the QC and QA teams, and safety personnel, these meetings aided in successfully identifying risks related to quality, safety, and schedule prior to the start of work					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable					





WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’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 AWC (in thousands)
Name: I-26 Reconstruction Delivery Method: Bid-Build Location: Asheville, NC	Name: HNTB North Carolina, PA	Name of Owner: NCDOT Project Manager: Michael Patton Phone: (828) 243-3244 Email: mdpatton@ncdot.gov	Construction: 09/2024 Design: 12/2019	\$317,351	\$95,205
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>Project Description: This bid-build project includes reconstruction and widening of an 8.6-mile portion of I-26 extending from US 64 west to the NC 280 interchange to enhance traffic flow along a busy interstate corridor in a geotechnically challenging environment. Scopes of work include utility coordination, noise wall construction, and demolition and reconstruction of ten overpass and in-line bridges, including one over the Blue Ridge Rail railroad line and dual bridges over Clear Creek and Cane Creek, both environmentally sensitive jurisdictional waterways and tributaries to the French Broad River, to accommodate the widening of I-26. Existing roadway lanes are being reconstructed and widened with PCC paving. Also included are changing the I-26 and US 25 interchange from a diamond to a diverging. The new bridge over the rail lines was raised above the height of the old structure to accommodate the new diverging diamond interchange while maintaining clearance for rail traffic below.</p> <p>AWC ensured the cleanliness of the creeks during construction by carefully collecting every scrap of demolished concrete from the old bridges by suspending aprons from their girders to catch debris prior to it falling into the water. The project team also carefully drilled shafts at both Clear Creek and Cane Creek to prevent contamination by spinning the drill out away from the water, placing silt fencing, and using bentonite clay to shore up walls adjacent to the both creeks.</p> <p>This project is designed in five phases, requiring multiple traffic shifts and acute planning. This project employs the use of \$21 million in equipment to move 1,000,000+CY of dirt and an on-site batch plant to produce the 170,000+CY of concrete for PCCP operations.</p>		 		<p>SIMILARITIES to CCR 3C Project:</p> <ul style="list-style-type: none">▪ Interstate bridge construction/demolition▪ Bridges over water▪ Bridge over Railroad▪ Limited site access▪ Utility relocations▪ Environmental sensitivity	
<p>Key Individual name/role/time on the project:</p> <p>John Adams – Senior Project Superintendent // 2021-2022</p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The project is on track to be completed on budget without any claims, litigation or arbitration. AWC anticipates reaching substantial completion of the project on schedule despite change orders and additional work. Early constructability reviews revealed critical project phasing issues with the temporary and permanent drainage design; AWC worked with NCDOT to redesign the drainage plan, preventing six months of delay on the project.</p> <p>Throughout the project, AWC has maintained a very close relationship with the Owner’s resident engineer both over the phone and during in person site walks and meetings on multiple days per week regarding any questions on the jobsite that could potentially impact cost, quality and the project schedule. Internal annual audit teams drawing staff from AWC’s other regions have given project team high marks for its relationship with Owner and acknowledged the vital role this relationship has had in the overall success of the project.</p>					
i. Quality Initiatives. Discuss AWC’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>✓ AWC has placed a high value on the work plan review process as it can prevent threats to cost and schedule. Management routinely makes deep dives on observations and lessons learned in operations and shares the information with the entire jobsite team.</p> <p>✓ AWC’s Good Catch program for safety and quality incentivizes alerting management to issues observed by any team member in the field. Issues are discussed during routine Monday management meetings, then relayed to entire project team following Tuesday morning.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable					







WORK HISTORY AND QUALITY FORM – CONTRACTOR


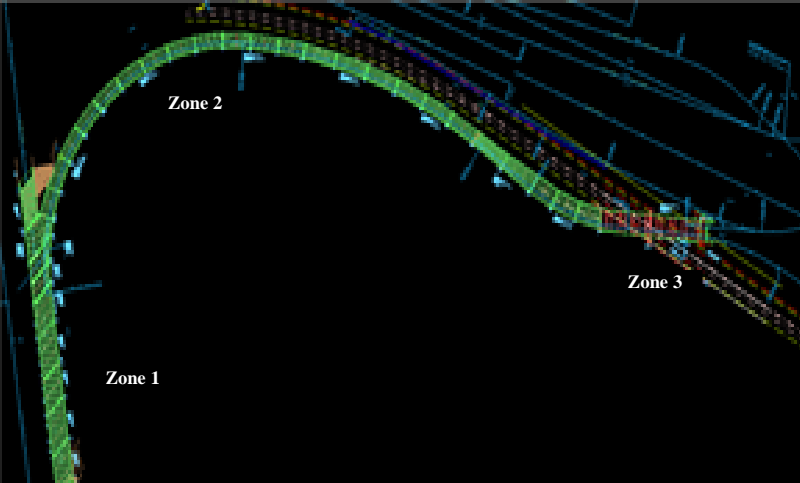


a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by AWC (in thousands)
Name: I-95 DB Overland Bridge Delivery Method: Design-Build Location: Jacksonville, FL	Name: RS&H	Name of Owner: FDOT Project Manager: Mr. Greg Evans, PE Phone: 386-967-7800 Email: greg.evans@dot.state.fl.us	Construction: 02/2018 Design: 10/2015	\$164,559	\$114,718
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>Project Description: AWC was the Design Builder and Prime Contractor on this 2.5 mile long interstate highway widening and reconstruction project. This project consists of the design and construction for the replacement of the I-95 Overland Bridge in Jacksonville, Florida. Improvements within the project limits include the reconstruction of I-95, reconstruction of the southbound Collector/Distributor (CD) Road, construction of a new northbound CD Road, construction to convert a partial interchange to a full interchange providing all traffic movements between I-95, Atlantic Boulevard and Philips Highway, and the realignment of Atlantic Blvd. in the vicinity of I-95. The improvements also include the construction of 12 new bridges (including third level flyovers) and three bridge widenings. The roadway reconstruction is concrete pavement, and includes substantial MSE walls and complex multi-phase maintenance of traffic plan.</p> <p>Public interest in the project was high due to the number of stakeholders in the downtown and surrounding areas. There are five local hospitals located on this section of I-95 and access was not impacted. Additionally, I-95 serves as a main hurricane evacuation route so maintaining all lanes of traffic during construction was imperative. AWC had to work within a R/W acquisition schedule established by FDOT for several parcels through the first year of construction.</p> <p>Key Individual name/role/time on the project:</p> <p>N/A</p>					
<p>Similarities to CCR 3C Project:</p> <ul style="list-style-type: none">Design-BuildInterstate bridge construction/demolitionInterstate wideningBridges over WaterBridges over RailroadRail Road CoordinationLimited site accessUtility relocationsEnvironmental Sensitivity					
 					
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>This was FDOT District 2’s most visible design-build project which AWC delivered on time, on budget and with zero claims.</p> <p>The project was segmented by disciplines (Structure, Roadway, Civil), each with its own supervisory staff providing greater oversight and the ability to plan for, recognize, and react to potential issues.</p> <p>AWC self-performed all of the items of work that were on the critical path (concrete paving, bridge reconstruction/widening, storm drainage, concrete barrier wall). This provided greater schedule and quality control contributing to the project’s on time delivery.</p>					
i. Quality Initiatives. Discuss AWC’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>Through the ATC process the MOT sequence was improved to reduce the number of traffic shifts, a redesigned interchange reduced the overall project schedule, and a focus on minimizing impacts to the mainline I-95 traffic was instituted.</p> <p>The work zone was separated from traffic by a temporary concrete barrier which provided a safer environment for both the traveling public and the workers.</p> <p>During pre-award development of the project, the design-build team developed numerous innovations through the Alternative Technical Concept (ATC) process that resulted in significant schedule and cost savings. Innovations included:</p> <ul style="list-style-type: none">✓ A ramp alignment switch that eliminated an 800-foot-long bridge, reduced thousands of vehicular weave movements, and improved ramp geometry and stopping sight distance.✓ Restacking of the US 90/US 1 interchanges, which simplified and reduced construction phasing and MOT operations, eliminated a 500-day utility relocation outage, and significantly reduced MSE wall height.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable					



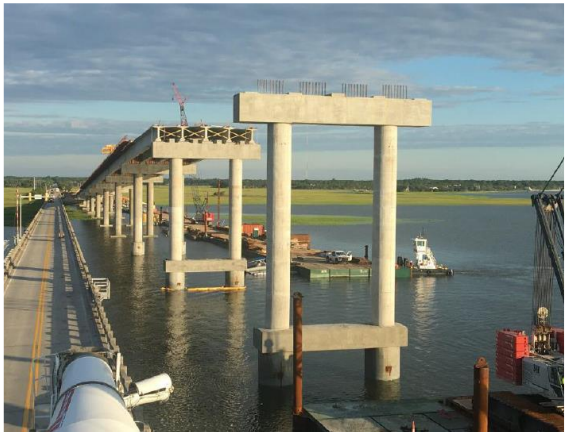


WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’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 AWC (in thousands)
Name: Crosstown Parkway Extension Delivery Method: Design-Build Location: Port St. Lucie, FL	Name: RS&H	Name of Owner: City of Port St. Lucie Project Manager: Frank Knott Phone: 772-873-6487 Email: fknot@cityofpsl.com	Construction: 02/2020 Design: 05/2016	\$91,526	\$62,237
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>Project Description: This design-build project consisted of construction of a stretch of Crosstown Parkway extending from west of Manth Lane to US-1 in Port St. Lucie, Florida. The project included a new 4,032’ marine bridge and 1.5 miles of improvements to the existing roadway, a long-awaited third local St. Lucie River crossing, an additional east-west connection to US-1 and a critical hurricane evacuation route. The new bridge has relieved traffic congestion in the area, added bicycle lanes and sidewalks to the corridor, and includes 31 concrete spans up to 145’ in length and 32 bents supporting Florida I-beam 72" and 45" concrete girders. The structure includes approximately 29,212’ of 30" concrete piles, 36,664’ of concrete beams and 3.7 million pounds of reinforced steel. The new bridge was the second to be permitted by the South Florida Water Management District in 20 years prior to its construction. As such, stringent environmental precautions required the use of a temporary 2,820’ work trestle to minimize wetland impacts and protect the nearby Savannas Preserve State Park. Building from the trestle reduced construction costs and environmental impacts and streamlined the permitting process. Roadway construction included three eastbound and westbound lanes divided by a landscaped median. The corridor includes a “superstreet” intersection, the first of its kind in Florida, a restricted-crossing U-turn intersection designed when traffic on the major road is heavier than on the cross street. While largely a greenfield project, MOT was required at the eastside tie-in to US-1, a key north/south highway along Florida’s east coast. Construction hours were restricted due to residential neighborhoods surrounding the project site and peak traffic hours on US-1. The project bid was \$13M below the Owner’s estimate, allowing for additional design enhancements including a new pedestrian waterfront, a new ITS system, a kayak launch, an aesthetically pleasing landscape package, and a raised berm and fence to keep noise levels lower for residents nearby. In 2020, this project received two awards from the Florida Chapter of the DBIA including Best Overall Design-Build Project of the Year and Structures Project of the Year. The project also received awards from ENR Southeast as the Best Highway/Bridge Project, the Best in Construction for a Local Agency award from the Florida Transportation Builders' Association, and was named 8th Best National Bridge Project by Roads and Bridges magazine.</p> <div><div><p><u>Key Individual name/role/time on the project:</u></p><p>N/A</p></div><div><p><u>SIMILARITIES to CCR 3C Project:</u></p><ul style="list-style-type: none">▪ Design Build▪ Bridge Over Water (Saluda River)▪ Interstate Widening▪ Utility Relocation▪ Environmental Sensitivity▪ Limited Site Access</div></div> <div><div></div><div></div></div> <p><u>Key Individual name/role/time on the project:</u></p> <p>N/A</p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
AWC delivered the project on time, on budget, and without any claims. The project was segmented geographically, with each segment assigned its own supervisory staff (including MOT supervisors, and structures and roadway superintendents). AWC self-performed all work items on the critical path including concrete paving, bridge reconstruction/widening, bridge work trellis construction, maintenance of traffic, and storm drainage installation, providing greater schedule and quality control contributing to the project’s timely delivery.					
i. Quality Initiatives. Discuss AWC’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.					
The QC team worked with an independent Construction QA Manager and the senior inspectors to coordinate the inspection process and ensure all testing requirements were met, if not exceeded. The entire QC team participated in all owner and project schedule meetings to ensure correct inspection coverage, plans, and appropriate documentation was maintained. The project’s QA process used separate designers and involved interdisciplinary reviews. The project management team, design-build coordinator, and construction managers provided constructability reviews on all submittals prior to submitting them to the CEI firm. AWC tracked quantities at weekly meetings to ensure correct cost management throughout the project.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable					

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify ICE, LLC’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 ICE, LLC (in thousands)
Name: Carolina Crossroads Phase 1 (Bridge 35) Delivery Method: Design-Build Location: Richland & Lexington Counties, SC	Name: Archer-United Joint Venture 	Name of Owner: SCDOT Project Manager: Brian Klauk, PE, CMP, ENV SP Phone: (803) 737-5051 Email: KlaukBD@scdot.org	Construction: 10/2024 Final Design: 10/2022	\$207,900	\$12,200
g. Narrative describing the work performed by ICE, PLLC. Include the office location(s) where the design work was performed and whether ICE, PLLC was the lead designer or a sub-consultant.					
<p>Project Description: Carolina Crossroads Phase 1 consists of the re-design and construction of a new fully directional interchange for Colonial Life Boulevard at I-126 implementing the use of the two existing Colonial Life Boulevard Ramp Bridges over I-126 and Arrowwood Road. The scope also included improvements on I-26 and I-126 with three (3) new bridges. ICE is the Lead Design Firm responsible for the overall design management and coordination. One of the main work elements of the project is the Construction of Bridge 35. The bridge is 3,320 feet long with P/S concrete girder spans ranging from 55’ to 115.5’ in length and a 327’ two-span continuous steel unit over CSX Railroad. The substructure consists of multi-column interior bents supported on drilled shafts and end bents supported on steel piles. The bridge has three (3) zones, including a bridge over the Saluda River (Zone 1), a bridge over the Saluda River Floodplain (Zone 2), and then a bridge over CSX Railroad (Zone 3) using a structural steel straddle bent.</p> <p>List of Services Provided by ICE: Design Management, Roadway Design, Drainage Design, Bridge Design, Seismic Design, Geotechnical Design, Signal Design, Signing and Pavement Marking, MOT Plans, Public Relation Support, Construction Support and QC Inspection and Testing Services.</p> <p>Office Location where the Work was Performed: ICE Corporate Office: 110 Midland Court, West Columbia, SC 29169</p> <p>Key Individual name/role/time on the project: David Yoder, PE (ICE), Lead Design Engineer / Structural Engineer of Record (2020-present); Patrick Goggin: Project Executive (2021-present); John Adams: Structural Superintendent (2023-present); Newel White, PE: IQF Manager (2021-present)</p>			<div><div><p><u>SIMILARITIES to CCR 3C Project:</u></p><ul style="list-style-type: none">▪ Design Build▪ Bridge Over Water (Saluda River)▪ Bridge over Railroad▪ Railroad Coordination (with CSX – same track as CCR3C)▪ Interstate Widening▪ Utility Relocation▪ Environmental Sensitivity▪ Same Contractor (AWC)</div><div></div></div> <p><i>Bridge 35 over Saluda River & CSX RR (3,320’ long)</i></p>		
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE, LLC’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
ICE began all pre-construction planning and activities as soon as the determination of best value team in April 2021. ICE allocated proper resources to ensure the timely submission of all design, environmental, traffic planning and utility relocation submittals. ICE has <u>met every one of its contract and submittal deliverables</u> in accordance with the approved CPM schedule by SCDOT. All critical final roadway/drainage and structures packages have been approved, with the final RFC package for Signing and Signal Plans completed by end of October 2022. SCDOT and ICE implemented an “Over the Shoulder” (OTS) process from the beginning of the design phase which proved to be invaluable in resolving any outstanding design items on a weekly/bi-weekly basis.					
i. Quality Initiatives. Discuss ICE, LLC’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.					
The ICE Design Team submitted 15 Formal Alternate Technical Concepts (FATCs) that include innovative design solutions to help save the Department time and money. Fourteen (14) FATCs were approved by SCDOT. The following quality initiatives were used: 1) SCDOT’s original concept for Bridge 35 included a low point in its proposed vertical alignment which was eliminated. 2) An “Open Bottom” steel straddle bent cap over CSX Railroad was proposed which improves accessibility for future inspection and maintenance work. This pre-fabricated element improved safety in working over active tracks, which utilized high-performance steel (Grade 70) for improved weldability and superior fracture toughness. 3) Extensive use of precast prestressed concrete beams for the majority of Bridge 35 will result in less long-term maintenance to SCDOT versus structural steel beams that require painting in a difficult-to-access structure.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE, LLC shall provide a detailed explanation below.					
Not Applicable					

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify ICE, LLC’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 ICE, LLC (in thousands)
Name: US 21 over Harbor River Bridge Replacement Delivery Method: Design-Build Location: Beaufort County, SC	Name: United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: Jae Mattox, PE Phone: 803.737.1805 Email: mattoxjh@scdot.org	Construction: 11/2021 Design: 12/2018	\$54,700	\$4,516 (Design)
g. Narrative describing the work performed by ICE, LLC. Include the office location(s) where the design work was performed and whether ICE, PLLC was the lead designer or a sub-consultant.					
<div><div><p>Project Description: This Design-Build project consists of replacing the existing swing-span bridge over a tidal waterway / navigable channel which serves as the only means for vehicular transportation from the mainland to Harbor and Fripp islands. The new high-level 3,340 foot long fixed-span Harbor River bridge will provide uninterrupted access for shrimping and sailing vessels along the river below as well as provide improved safety for motorists crossing the bridge itself. The replacement bridge will have two 12’ wide lanes with 10’ paved shoulders in each direction, providing 90’ of horizontal and 65’ vertical clearance for river navigation. The new bridge is a fixed-span bridge with 20 spans over a tidal waterway and 65 feet of vertical clearance over the navigational channel of Harbor River including 167.5-foot spans with Florida BT-78 Beams. The bridge has interior bents consisting of prestressed pile supported footings in the overbank regions and oversized drilled shafts in the deeper portion of the channel. Liquefaction and significant predicted scour levels were additional design challenges. Large Diameter drilled shafts (8’-0” in diameter) were used for the main spans and concrete pile footings were used for the approach spans. The drilled shafts required a mass concrete management plan this included an innovative thermal cooling method that circulates river water through embedded cooling tubes to dissipate internal heat of hydration. Tidal hydraulic modeling was performed to determine the long-term scour related to hurricane storm surges and the bridge was designed to withstand these catastrophic events. In addition, the bridge was designed for vessel collision forces according to the requirements of AASHTO LRFD due to the use of this waterway for commercial barge traffic. A strengthening concrete “strut” was incorporated into the piers subject to vessel collision to ensure that the piers can adequately distribute vessel collision forces throughout the structure to avoid catastrophic failure in the event of a vessel impact. Also, a seismic design was performed using a pushover analysis in accordance with the SCDOT Seismic Design Specifications. As the Lead Design Firm, ICE provided preliminary and final roadway and bridge design and plan preparation. These services included MOT and signing; drainage and erosion control; 2D hydraulic modeling, scour analysis; structural design; and utility coordination. ICE also provided geotechnical peer review and project soil structure interaction support, HAZMAT monitoring and testing, survey and SUE, community and public relations, permitting and environmental compliance, right-of-way acquisition, and construction support services.</p><p>Design Location: Former ICE Corporate Office: formerly 1021 Briargate Circle, Columbia, SC 29210 Key Individual name/role/time on the project: David Yoder, PE (Structural Engineer)</p></div><div><p>SIMILARITIES to CCR 3C Project:</p><ul style="list-style-type: none">▪ Design-Build▪ Environmentally Sensitive▪ Bridge over Water▪ Utility Relocations▪ Limited Site Access</div><div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE, LLC’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
To protect the environment, the Team devised an innovative scheme for construction staging which resulted in the reduction of nearly 30% of wetland impacts. ICE’s in-house geotechnical engineers successfully led the project’s bi-directional static load test program on the demonstration 8-ft diameter drilled shaft. ICE Environmental Specialists (Barrett Stone) provided various support during construction and demolition, including development and implementation of appropriate environmental work plans associated with nest monitoring for Bald Eagles and marine mammal protection.					
i. Quality Initiatives. Discuss ICE, LLC’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.					
The Design-Build Team submitted 10 Alternative Technical Concepts (ATCs) to SCDOT and received approval of nine of those resulting in a costs savings of over \$6 Million. Final RFC plans were completed, submitted and accepted in advance of the permit. These quality initiatives coupled with the items listed in the self-assessment contributed to the bridge construction being completed and opened to traffic 60 days early.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE, LLC shall provide a detailed explanation below.					
Not Applicable					

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify ICE, LLC’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 ICE, LLC (in thousands)
Name: US 701 over Cape Fear River (Bridge #16) Emergency Bridge Repair Delivery Method: Bid-Build Location: Elizabethtown, NC (Bladen County, NC)	Name: Smith-Rowe/Intercoastal Marine, LLC	Name of Owner: NCDOT Project Manager: Thomas Santee Phone: 919.662.4710 ext. 220 Email: tgsantee@ncdot.gov	Construction: 11/2024 (est) Design: 04/2021	\$24,000	\$1,000

g. Narrative describing the work performed by ICE, LLC. Include the office location(s) where the design work was performed and whether ICE, LLC was the lead designer or a sub-consultant.

Project Description: The existing 1200-foot-long structure (Bridge 16) along US 701 over Cape Fear River was severely damaged during Hurricane Dorian due to scour and subsequent slope failure and was closed to traffic. Initially ICE developed a movement monitoring system for the failed slope and both the damaged bridge and adjacent in-service bridge while a design solution was being developed. Landslide monitoring system incorporated vertical slope inclinometers and well type piezometers. The bridge monitoring system consisted of MEMS tilt meters and survey prism targets. ICE was responsible for installing, maintaining, data collection, interpretation, and reporting on potential slope failure and bridge movements. ICE coordinated several bathymetry surveys with a subconsultant to aid in analysis. NCDOT ultimately decided against repair and asked ICE to design a replacement structure. The new bridge is 1,218 feet long with eight spans built in two and three-unit continuous spans ranging from individual spans of 145 feet to 160 feet. The foundation of the new bridge is supported on drilled shaft.

A FEMA hydraulic model of Cape Fear River was prepared by ICE to assist NCDOT in evaluating the impact of the proposed repair solutions to the Base Flood Elevation. ICE is also performing all the dynamic pile testing (PDA) for the end bents as well as reviewing the drilled shaft integrity testing (CSL) results and acting as the owner’s representative for foundation load test monitoring using the bi-directional test method of a non-production test drilled shaft.

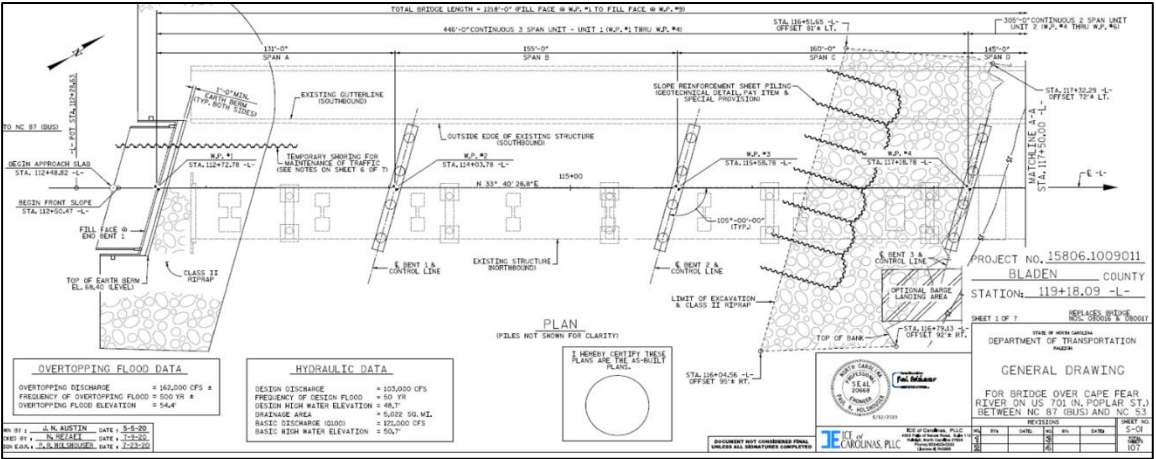
The project is being constructed by Smith-Rowe/Intercoastal Marine Contractor who is using Poseidon Sectional and 130-Ton Liebherr drill and cranes to construct the new bridge.

Design Office Location: ICE Raleigh Office: 4505 Falls of Neuse Road Raleigh, NC 27609

Key Individual name/role/time on the project: N/A

SIMILARITIES to CCR 3C Project:

- Bridge over Water
- Environmental Sensitivity
- Limited Site Access



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

ICE was very involved in foundation and landslide stabilization construction phases to implement the design with the department and contractor without any delays.

i. Quality Initiatives. Discuss ICE, LLC’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.

Very close coordination among the disciplines within ICE and the Department allowed the bridge replacement and landslide mitigation project to be delivered in very short order.

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

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify ICE, LLC’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 ICE, LLC (in thousands)
Name: Federal Aid Design-Build Bridge Replacement (Package E) featuring SC 9 EBL over Catawba River Delivery Method: DB Location: Chester/Lancaster Counties	Name: United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: John Boylston, PE, CPM, DBIA Phone: 803.737.1527 Email: boylstonjd@scdot.org	Construction: 11/2017 Design: 09/2016	\$56,000 (all bridges)	\$4,916 (Design & Construction QC)

g. Narrative describing the work performed by ICE, LLC. Include the office location(s) where the design work was performed and whether ICE, PLLC was the lead designer or a sub-consultant.

Project Description: This project consisted of the design and construction of SC 9 EBL over the Catawba River. ICE served as the **Lead Design Firm** responsible for providing preliminary and final design for bridge, roadway and hydrology, surveys, utility coordination and contractor quality control. Additionally, the scope of the project included public relations, identifying utilities and verifying existing right-of-way early to avoid delays during construction. The constructed bridge is an 11-span prestressed concrete beam bridge supported by steel piles at the end bents and concrete columns and drilled shafts at the interior bents. **The total length of the bridge is 1,424 feet with three 170’ long navigational spans over the Catawba River. The Florida BT-78 beams used in the 170’ spans were the longest prestressed concrete beams used in South Carolina at the time of construction.** This bridge replacement project was part of a packaged contract (Design-Build Bridge Package E) that included the replacement of 13 bridges at 12 bridge sites. ICE’s design team recommended grouping the bridges into batches of four and submitting final plans as each group was complete. The team also developed an accelerated design schedule to have designs for each group of bridges submitted to SCDOT in one year. The first group of bridges were submitted less than 30 days from the Notice to Proceed which was awarded February 27, 2015.

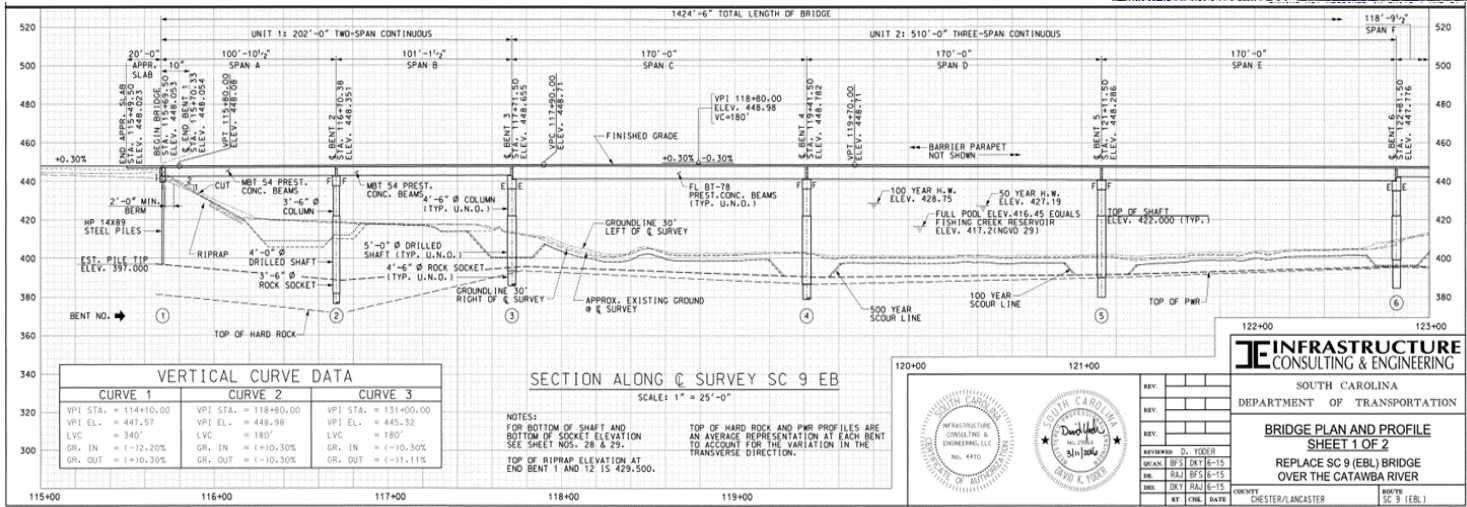


Design Office Location:

Former ICE Corporate Office: 1021 Briargate Circle,
Columbia, SC 29210

Key Individual name/role/time on the project:

David Yoder, PE, Structural Engineer of Record (2015-2018)



- SIMILARITIES to CCR 3C Project:**
- Design Build
 - Bridge over Water
 - Environmental Sensitivity
 - Utility Relocation
 - Railroad coordination (adjacent RR bridge)

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

ICE was responsible for the bridge design of seven (7) sites and all designs were completed and submitted on time. There were no claims, disputes or litigation/arbitration on this Project.


i. Quality Initiatives. Discuss ICE, LLC’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.

Quality Initiatives included: a) Schedule Control measures put in place on the outset and monitored on a minimum of weekly basis by the D-B Coordinator / Pre-Construction Manager (Andy Gillis) who acted as the schedule manager and ensured every one met their pre-agreed upon deliverable dates, b) QC/QA of Design – All submittals went through a comprehensive QC review by the production squads and disciplines, followed by the QA Quality Review Team by ICE and, c) Constructability Reviews – the contractor’s management provided over the shoulder constructability reviews of all deliverables prior to submittal to SCDOT.

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

Not Applicable

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify RKI 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 RKI (in thousands)
Name: Carolina Crossroads Phase 1 Delivery Method: DB Location: Richland & Lexington Counties, SC	Name: Archer-United Joint Venture 	Name of Owner: SCDOT Project Manager: Brian D. Klauk, PE, CPM, ENV SP Phone: (803) 737-5051 Email: KlaukBD@scdot.org	Construction: 10/2024 Final Design: 11/2022	\$207,900	\$8,500

g. Narrative describing the work performed by RKI. Include the office location(s) where the design work was performed and whether RKI was the lead designer or a sub-consultant.

Project Description: This first phase of Carolina Crossroads

consists of the re-design and construction of a new fully directional interchange for Colonial Life Boulevard at I-126 implementing the use of the two existing Colonial Life Boulevard Ramp Bridges over I-126 and Arrowwood Road. The scope also included improvements on I-26 and I-126 with three new bridges including a new bridge over the Saluda River. Raba Kistner is serving as the Independent Quality Firm (IQF) to ensure compliance and quality acceptance (QA) with RFC plans, SCDOT standards, and RFP requirements. As the IQF, Raba performs the sampling, testing and



inspection using certified inspection staff and an AASHTO certified laboratory. Raba worked with the SCDOT and AUJV to create a construction QMP that defined the role and procedures for IQF to accept the construction work being performed. RK performs routine audits for compliance to the CQMP. In the IQF role, RK reports to the AUJV board and the SCDOT. RKI utilized ELVIS (Electronic Laboratory and Vital Information System) to store all quality-related documents for the project. The ELVIS system transmitted inspection reports, test reports and other quality documents to the SCDOT on a regular basis. RK worked with SCDOT on the statistical validation of the IQF test results with the OV team to ensure that validation was achieved to meet federal requirements.

SIMILARITIES to CCR 3C Project:

- Design Build
- Bridge Over Water (Saluda River)
- Bridge over Railroad
- Railroad Coordination
- Interstate Widening
- Utility Relocation
- Environmentally Sensitivity
- Same Contractor (AWC)

Office Location where the Work was Performed: Briargate field office and AASHTO accredited laboratory located on 1404 St Andrews Rd.

Key Individual name/role/time on the project: Patrick Goggin: Project Executive (2021-present); David Yoder, PE: Structural EOR Bridge 35 (2021-present); John Adams: Structural Superintendent (2023-present); Newel White, PE: IQF Manager (2021-present)

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

Not applicable.



i. Quality Initiatives. Discuss RKI quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.

Not applicable.

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

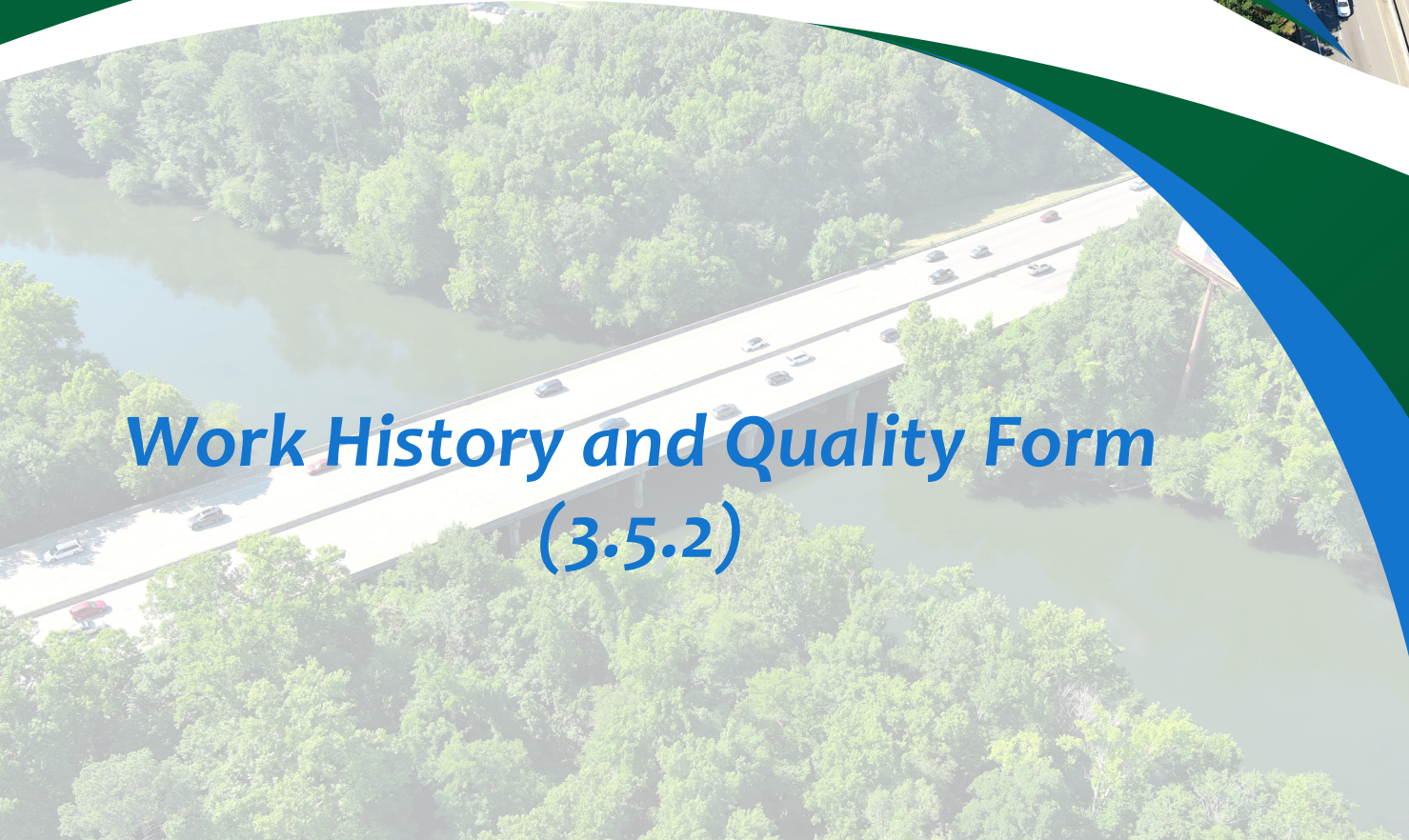
Not Applicable

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify ICE, LLC’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 RKI (in thousands)
Name: SR 202 Loop – South Mountain Freeway Delivery Method: P3 Location: Phoenix, AZ	Name: Private Developer Connect 202 Partners (Fluor/Granite/Ames JV) (P3)	Name of Owner: ADOT Project Manager: Julie Gadsby Phone: 602-768-2167 Email: jgadsby@azdot.gov	06/2021	\$986,000	\$34,000
g. Narrative describing the work performed by RKI. Include the office location(s) where the design work was performed and whether ICE, PLLC was the lead designer or a sub-consultant.					
<p>Project Description: The South Mountain Freeway project adds 22 miles of freeway to the existing Phoenix metropolitan transportation system. The freeway provides critical relief to existing freeway corridors and local streets. The South Mountain Freeway is ADOT’s largest transportation project in state history. ADOT partnered with Connect 202 Partners (C202P) to design, build, and maintain the freeway for 30 years. The project included the I-10 Papago Segment consisted of direct High Occupancy Vehicle (HOV) ramps to I-10 East, frontage roads along 59th Avenue, and 4.5 miles of widening and improvements on Interstate 10. The Salt River Segment involved a double roundabout interchange, a pedestrian bridge, and two 2,700-foot-long bridges crossing the Salt River. The Center Segment included five multi-use underpass crossings, and the final segment, the Pecos Segment, consisted of an HOV ramp to Loop 202 (Santan Freeway), a 6-mile, 20-foot-wide shared-use path. Raba Kistner was the Construction Independent Quality Firm (CIQF) responsible for accepting the work being performed by C202P. In this role, RK reported directly to ADOT and the C202P board for all quality items on the project. RK maintained a staff of project engineers, inspectors, lab technicians and administrative staff to provide Quality Acceptance and construction materials testing. RK was the primary author of the Construction Quality Management Plan which defined the IQF role and specific procedures for accomplishing the acceptance of the work. In this role, RK deployed the ELVIS (Electronic Laboratory and Vital Information System) database system that provided tracking and documentation for all quality records on the project. The system provided daily exports to the ADOT systems, providing real-time access to the status of the quality of the project. RK worked closely with ADOT to ensure that testing results between IQF and OV were statistically validated to meet federal requirements.</p> <p>Office Location: ADOT/C202P collocated office in Chandler</p> <p>Key Individual name/role/time on the project: Newel White, Construction IQF Manager (2016-2018)</p>			<div><p><u>SIMILARITIES to CCR 3C Project:</u></p><ul style="list-style-type: none">▪ Alternative Delivery▪ Interstate bridge construction▪ Bridge demolition▪ Utility relocation▪ Bridge over water</div>  		
h. Self-Assessment. The information provided in this section should be a self-assessment of RKI’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Not Applicable					
i. Quality Initiatives. Discuss RKI’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
Not Applicable					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, RKI shall provide a detailed explanation below.					
Not Applicable					

An aerial photograph of a multi-lane highway running vertically through a dense green forest. To the right of the highway, there is a bright green rectangular field. Further right, a parking lot with several cars is visible. The image is partially covered by a blue and green wavy graphic on the left and bottom.

Appendix C

An aerial photograph of a bridge spanning a wide river. The bridge has several lanes and cars are visible on it. The surrounding area is filled with lush green trees. The image is partially covered by a blue and green wavy graphic on the right and bottom.

Work History and Quality Form (3.5.2)

Quality Questions	AWC	ICE
Has the Lead Contractor been declared delinquent or placed in default on any Project?	No	N/A
Has the Lead Contractor submitted a claim on a project that was litigated? If litigated, explain the results.	No	N/A
Have any projects involving the Lead Contractor or Lead Designer been delayed more than 30 days such that liquidated damages were assessed?	No	No
Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	Yes	N/A
Have any projects under contract with the Lead Contractor been subject to remediation actions, stop work orders, or project delays in excess of 30 days as a result of Section 404/Section 401 permit violations?	No	No
Has an owner, a Lead Contractor pursued compensation from the Lead Designer due to errors and omissions?	No	No
Has the Lead Designer filed legal proceedings against the Lead Contractor, or vice versa, on a design-build contract?	No	No

The Work History and Quality Form associated with the above “yes” answer can be found on the following page.

Appendix C

WORK HISTORY AND QUALITY FORM – CONTRACTOR

Archer Western Construction

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 Contractor’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 Contractor (in thousands)
I-95 Concrete/Paving Doral, FL	Archer Western Construction, LLC (Designed by GAI Consultants, Inc.)	Name of Owner: Florida DOT Project Manager: Joan Fabian Phone: (305) 968-4921 Email: joan.fabian@dot.state.fl.us	Professional Services: 01/2017 Construction: 04/2020	\$92,668	\$63,014
g. Narrative describing the work performed by the Contractor. If submitting work completed by an affiliated or subsidiary company of the Contractor, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
This project consisted of concrete and asphalt pavement demolition, concrete paving, asphalt paving, drainage modifications, and MOT and erosion control on or near I-95 in Miami, FL. Work included the removal and replacement of concrete pavement within the established project limits, the removal of all asphalt shoulder pavement, and the replacement of asphalt shoulder pavement with full-depth concrete shoulder pavement. Milling and resurfacing of the entrance and exit ramps and flexible pavement on the impacted ramps between NW 29th Street and NW 79th Street were also completed. Key Individuals: None.					
h. Self-Assessment. The information provided in this section should be a self-assessment of Contractor’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Not applicable.					
i. Quality Initiatives. Discuss the Team’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
Not applicable.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Contractor shall provide a detailed explanation below.					
Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated? Yes. On February 4, 2018, two Archer Western employees working in an excavation suffered fatalities when a concrete barrier wall adjacent to the excavation collapsed. This incident occurred on the Miami I-95 Concrete Paving Design Build Project in Miami, Florida, where Archer Western Construction, LLC was the prime contractor. (Ref OSHA Inspection Number 1293032.015). As a result of the incident, OSHA issued a Citation and Notification of Penalty dated August 1, 2018, alleging three (3) “Serious” violations against Archer Western. Specifically, in its Citation dated August 1, 2018, OSHA alleged that Archer Western violated the following regulations: <ul style="list-style-type: none">1926.21(b)(2): The employer shall instruct each employee in the recognition and avoidance of unsafe conditions and the regulations applicable to his work environment to control or eliminate any hazards or other exposure to illness or injury.1926.651(i)(1) Where the stability of adjoining buildings, walls, or other structures is endangered by excavation operations, support systems such as shoring, bracing, or underpinning shall be provided to ensure the stability of such structures for the protection of employees.1926.651(k)(1) Daily inspections of excavations, the adjacent areas, and protective systems shall be made by a competent person for evidence of a situation that could result in possible cave-ins, indications of failure of protective systems, hazardous atmospheres, or other hazardous conditions. An inspection shall be conducted by the competent person prior to the start of work and as needed throughout the shift. Inspections shall also be made after every rainstorm or other hazard increasing occurrence. These inspections are only required when employee exposure can be reasonably anticipated. Archer Western contested these violations. Following subsequent discovery in this case, OSHA amended items 1 and 3 to reclassify the violations alleged to “Other-than-Serious.” Item 2 of the Citation remained a “Serious” violation. It is also important to note that Archer Western’s Carolinas Transportation Business Group has not been cited for any such violations.					

Appendix D


Legal and Financial





AFFIDAVIT

The undersigned, being duly sworn, deposes and says that he is Andrew Douglas, PE Vice President for Archer Western Construction, LLC. He further states that Archer Western Construction, LLC has the financial capacity and resources necessary to complete the **Carolina Crossroads Phase 3C – I-20 Widening** design-build project as proposed in the Request for Qualifications issued by the South Carolina Department of Transportation.

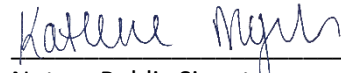


Andrew Douglas
Vice President

State of: South Carolina

County of: Lexington

Signed and sworn before me this 14th day of June 2024 by Andrew Douglas, PE Vice President of Archer Western Construction, LLC.



Notary Public Signature
Katherine Morgan

Notary Public Name (Printed)

My Commission expires 06/13/2033.





Travelers Bond
215 Shuman Blvd.
Naperville, IL 60563
Telephone: (630) 961-7052
Fax: (630) 961-7020

June 12, 2024

Mr. Nick Pizzuti,
Mr. Brian Gambrell, Mr. Brian Klauk
Office of Local Government Services
South Carolina Department of Transportation
955 Park Street, Room 108
Columbia, South Carolina 29201

**RE: Carolina Crossroads Phase 3C
I-20 Widening and Saluda River and CSX Bridge Replacements
Project ID P043325**

We have been advised that **Archer Western Construction, LLC** is submitting a Statement of Qualifications in response to the Request for Qualifications for the above mentioned project. **Travelers Casualty and Surety Company of America** is pleased to recommend **Archer Western Construction, LLC** as a professional, well-financed construction company.

Travelers Casualty and Surety Company of America is currently providing **Archer Western Construction, LLC** with bonding support of \$400 million dollars on single contracts and \$10 billion dollars for an aggregate work program. Thus, **Archer Western Construction, LLC** has the bonding capacity to be bonded for the project as proposed in the RFQ. Please be advised that any request or issuance of bonds will be subject to the review and approval of all contract terms, conditions and bond forms.

Travelers Casualty and Surety Company of America is authorized to transact business in all fifty (50) states with a Treasury Listing of \$224,944,000 and is rated A++ XV by A.M. Best Company.

Travelers Casualty and Surety Company of America is listed on the current U.S. Department of the Treasury Financial Management Service list of approved bonding companies.

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

Yours truly,

Travelers Casualty and Surety Company of America



By: _____
Patricia Collins, Attorney-in-Fact



**Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company**

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Patricia Collins** of **SARASOTA, Florida**, their true and lawful Attorney(s)-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory 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, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **21st** day of **April, 2021**.



State of Connecticut

City of Hartford ss.

By: _____

Robert L. Raney
Robert L. Raney, Senior Vice President

On this the **21st** day of **April, 2021**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of each of the Companies, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June, 2026**



Anna P. Nowik
Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of each of the Companies, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of each 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 remains in full force and effect.

Dated this **12th** day of **June**, **2024**



Kevin E. Hughes
Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney(s)-in-Fact and the details of the bond to which this Power of Attorney is attached.**

Appendix E

An aerial photograph showing a multi-lane highway with several vehicles. To the right of the highway is a bright green rectangular field, and further right is a parking lot with several cars. The surrounding area is densely forested with green trees.

Organizational Conflict of Interest

An aerial photograph of a bridge spanning a river. The bridge has several vehicles on it. The river is surrounded by dense green trees and vegetation. The image is slightly faded and overlaid with a semi-transparent blue and green graphic.

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

 X Determined that no potential organizational conflict of interest exists.

 Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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



Signature

June 13, 2024
Date

Andrew M. Douglas, PE, Vice President
Print Name

Archer Western Construction, 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

An aerial photograph showing a multi-lane highway with several vehicles. To the right of the highway is a bright green rectangular field, and further right is a parking lot with several cars. The surrounding area is densely forested with green trees.

Appendix F

An aerial photograph of a bridge spanning a river. The bridge has several vehicles on it. The background is a dense forest of green trees.

Confidential or Proprietary Information Summary List

Appendix F

Confidential and Proprietary Information Page List

Requirement: In the Technical Proposal appendix, Proposer shall include a list of page numbers that contain confidential and/or proprietary information. Failure to include this list in the Technical Proposal appendix waives the confidentiality protection and subjects the information to disclosure in accordance with the law.

Appendix E: Organizational Conflicts of Interest

PDF Pages 42-44

Appendix G

Addendum Receipt Form(s)

NOTICE OF RECEIPT

**Carolina Crossroads Phase 3C – I-20 Widening and Saluda River and CSX Bridge
Replacements
Design-Build – Project ID P043325
Lexington County**

Addendum 1

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

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

Confirmation Statement:

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



PROPOSER's Signature

06/10/2024

Date

Andrew Douglas

Printed Name

For: AWC-ICE Team

Design-Build Team Name



An aerial photograph showing a multi-lane highway with several vehicles, including a large truck. The highway is flanked by dense green forests. To the right of the highway, there is a bright green rectangular field, possibly a sports field or a cleared area. Further right, a parking lot with several cars is visible. The image is partially obscured by large, flowing blue and green abstract shapes that frame the text.

Appendix H

An aerial photograph of a bridge spanning a river. The bridge has several vehicles on it. The surrounding area is heavily forested with green trees. The image is partially obscured by large, flowing blue and green abstract shapes that frame the text.

***Key Individual and
Contractor/Designer Reference Form(s)***

Key Individual References

Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
waitesnt@scdot.org	Nick	Waites	Patrick Goggin, Sr.	I-26 Widening (MM 85-101)	DB Project Manager	AUJV-ICE
joseph.dorsey@dc.gov	Joseph	Dorsey	Patrick Goggin, Sr.	South Capitol Street Corridor	Construction Manager	South Capital Bridge Builders (Archer Western)
mark.moshier@dot.state.fl.us	Mark	Moshier	Patrick Goggin, Sr.	Broward I-95 Express Lanes	Project Manager	Archer Western
gvalentine@ky.gov	Gary	Valentine	Patrick Goggin, Sr.	Ohio River Bridges Downtown Crossing	Construction Manager	Archer Western
eugene.joynt@wsp.com	Gene	Joynt	Patrick Goggin, Sr.	Dan Ryan Expressway Program	Construction Manager	Archer Western
klaukbd@scdot.org	Brian	Klauk	David Yoder, PE	Carolina Crossroads Phase 1	Structural EOR	AUJV-ICE
boylstonjd@scdot.org	John	Boylston	David Yoder, PE	SC 9 over Catawba River (Federal Aid Bridge Replacements - Package E)	Structural EOR	UIG-ICE
reynoldsbs@scdot.org	Brad	Reynolds	David Yoder, PE	I-26 Widening (MM 85-101)	Structural EOR	AUJV-ICE
mattoxjh@scdot.org	Jae	Mattox	David Yoder, PE	SC 277 NB Flyover Ramp / Bridge Replacement	Structural EOR	AWC-ICE
mattoxjh@scdot.org	Jae	Mattox	David Yoder, PE	US 21 over Harbor River Bridge Replacement	Structural Engineer	UIG-ICE
klaukbd@scdot.org	Brian	Klauk	John Adams	Carolina Crossroads Phase 1	Senior Structural Superintendent	AUJV-ICE
mdpatton@ncdot.gov	Michael	Patton	John Adams	I-26 Reconstruction (NC)	Senior Superintendent	Archer Western
robert.hays@state.co.us	Robert	Hays	John Adams	I-70 (C-70) Widening (CO)	General Superintendent	Kiewit
david.gruber@atl.com	David	Gruber	John Adams	HJAIA CONRAC Access Ramp	Senior Superintendent	Kiewit
klaukbd@scdot.org	Brian	Klauk	Newel White	Carolina Crossroads Phase 1	Independent Quality Manager	AUJV-ICE
kbarrett@utah.gov	Kelly	Barrett	Newel White	West Davis Corridor (UT)	Construction Quality Manager	Farmington Bay Constructors
jgadsby@azdot.gov	Julie	Gadsby	Newel White	Loop 202, South Mountain Freeway (AZ)	Construction IQF Manager	Connect 202 Partners
rstewart@utah.gov	Robert	Stewart	Newel White	I-15 CORE Reconstruction	Materials Manager	Provo River Constructors



References from Previous Working Relationships Table

Email	First Name	Last Name	Company Name	Project Name	Team
reynoldsbs@scdot.org	Brad	Reynolds	SCDOT	I-26 / I-95 Interchange Improvements	AWC / ICE
klaukbd@scdot.org	Brian	Klauk	SCDOT	Carolina Crossroads Phase 2	AUJV / ICE
klaukbd@scdot.org	Brian	Klauk	SCDOT	Carolina Crossroads Phase 1	AUJV / ICE
reynoldsbs@scdot.org	Brad	Reynolds	SCDOT	I-26 Widening (MM 85-101)	AUJV / ICE
burnsjm@scdot.org	John	Burns	SCDOT	SC 277 Bridge Replacement over I-77	AWC / ICE
burnsjm@scdot.org	John	Burns	SCDOT	I-77 Widening & Rehab (MM 15-27)	AWC / ICE
fowlerjm@scdot.org	Joseph	Fowler	SCDOT	I-85 Reconstruction (MM 69-77)	AWC / ICE
cbarclay@ncdot.gov	Carl	Barclay	NCDOT	NC 540 Western Wake Freeway	AWC / ICE
dvanmeter@dot.ga.gov	Darryl	VanMeter	GDOT	Northwest Corridor Express Lanes	AWC / ICE
ro'hara@dot.ga.gov	Richard	O'Hara	GDOT	I-285 Eastside Bridge Replacements	AWC / ICE
bquarles@dot.ga.gov	Beau	Quarles	GDOT	I-285/I-20 East Interchange	Archer-Snell, JV / ICE
bweber@SCSPA.com	Butch	Weber	SCPA	SCPA HLT	ICE / AWC / Banks
mdpatton@ncdot.gov	Michael	Patton	NCDOT	I-26 Reconstruction	Archer Wright JV
bcskeens@ncdot.gov	Brian	Skeens	NCDOT	I-77 Pavement Rehabilitation	AWC / ICE

References from Work History Forms

Email	First Name	Last Name	Company Name	Project Name	Team
burnsjm@scdot.org	John	Burns	SCDOT	AWC - I-77 Widening & Rehab (MM 15-27)	AWC / ICE
mdpatton@ncdot.gov	Michael	Patton	NCDOT	AWC - I-26 Reconstruction (NC)	Archer Western / HNTB
greg.evans@dot.state.fl.us	Greg	Evans	FDOT	AWC - I-95 Overland Bridge	Archer Western / RS&H
fknot@cityofpsl.com	Frank	Knott	City of Port St. Lucie	AWC - Crosstown Parkway Extension	Archer Western / RS&H
klaukbd@scdot.org	Brian	Klauk	SCDOT	ICE - Carolina Crossroads Phase 1	AUJV / ICE
mattoxjh@scdot.org	Jae	Mattox	SCDOT	ICE - US 21 over Harbor River Bridge Replacement	UIG / ICE
tgsantee@ncdot.gov	Thomas	Santee	NCDOT	ICE - US 701 over Cape Fear River	Smith-Rowe Intercoastal Marine / ICE
boylstonjd@scdot.org	John	Boylston	SCDOT	ICE - SC 9 over Catawba River - Bridge Package E	UIG / ICE
klaukbd@scdot.org	Brian	Klauk	SCDOT	RKI - Carolina Crossroads Phase 1	AUJV / ICE
jgadsby@azdot.gov	Julie	Gadsby	ADOT	RKI - SR 202 Lopp South Mountain Freeway	Connect 202 Partners

