



Bookmarks and Hyperlinks have been added for your convenience.



Carolina Crossroads Phase 1 Colonial Life Boulevard

Richland and Lexington Counties

Statement of Qualifications
Design-Build Project ID P039718
May 13, 2020

SCDOT



STATEMENT OF QUALIFICATIONS

3.2 INTRODUCTION



3.2.1 CONTRACTING ENTITY: BLYTHE DEVELOPMENT CO. (privately held corporation)

CONTACT/MANAGING OFFICE: Luther J. Blythe, Jr. ♦ 1415 E Westinghouse Blvd., Charlotte, NC 28273
704-588-0023 ♦ lblythe@blythedevelopment.com

3.2.2 PROCUREMENT CONTACTS: BLYTHE DEVELOPMENT CO.
Travis E. Padgett, PE ♦ 1415 E. Westinghouse Blvd., Charlotte, NC 28273
980-200-2747 ♦ tpadgett@blythedevelopment.com

PARRISH AND PARTNERS, LLC
Chad Rogers, PE ♦ 140 Stoneridge Drive, Suite 500, Columbia, SC 29210
803-978-1600 ♦ CRogers@parrishandpartners.com

3.2.3 FULL LEGAL NAME OF LEAD CONTRACTOR AND LEAD DESIGNER: **Blythe Development Co. (BDC)** is a privately held corporation and will serve as the **Lead Contractor**, with **Parrish and Partners, LLC (P&P)** as the **Lead Designer**.

3.2.4 COMMITMENT OF KEY INDIVIDUALS: **BDC** commits to full availability of the Key Individuals listed in our Statement of Qualifications (SOQ) for the entire duration of the Carolina Crossroads Phase I Design-Build (D-B) Project. As construction intensifies, BDC is anticipating additional construction and quality control (QC) personnel to meet SCDOT's quality and schedule expectations. Our organizational chart and team approach identifies these positions and we are providing experienced support staff to ensure operational efficiency.

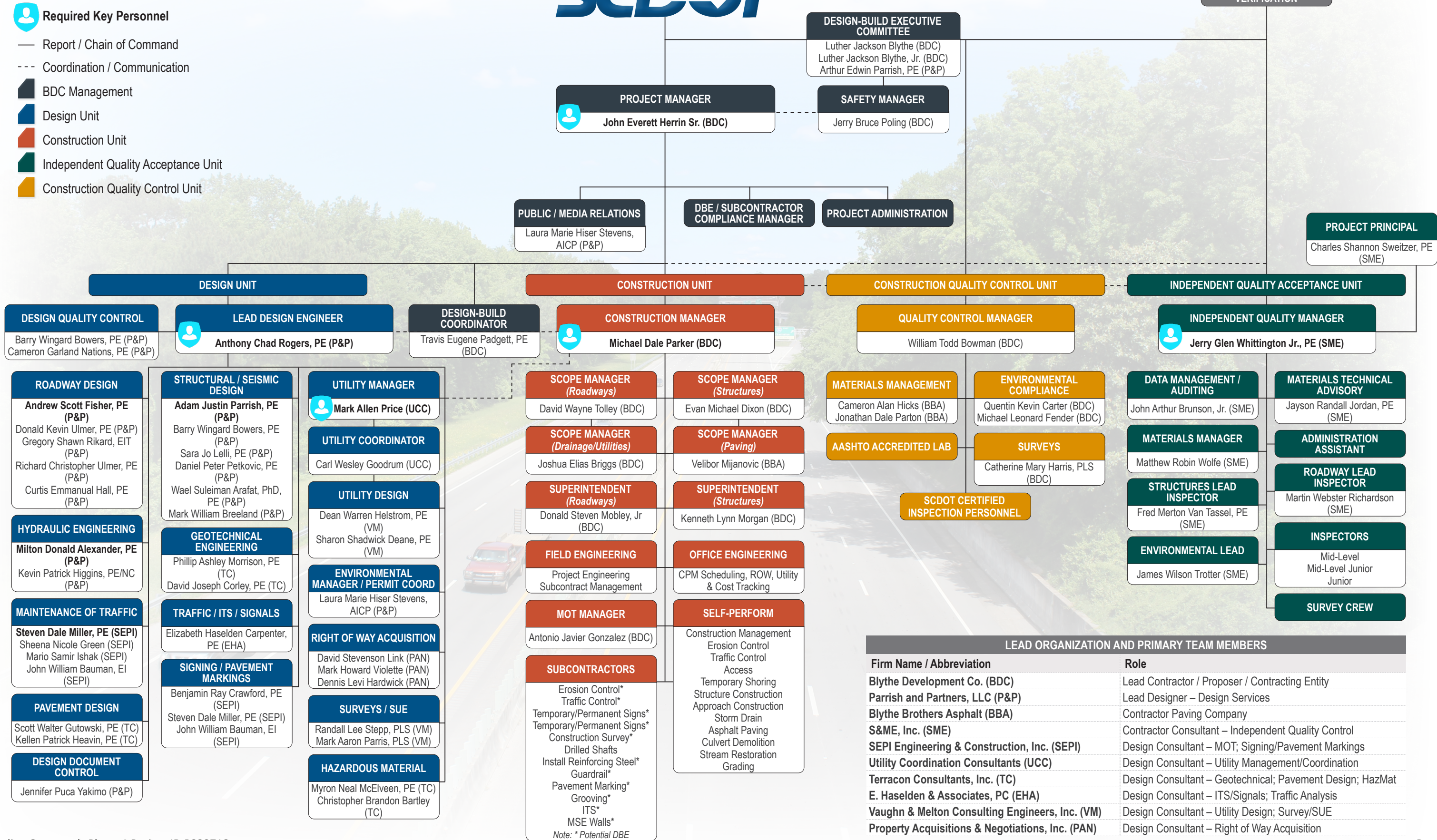
3.2.5 INTRODUCTION: After meeting with the SCDOT Carolina Crossroads (CCR) Management Team, and learning the project would be sub-divided into five phases, the project moved to the forefront of BDC's pursuit schedule. The conversation and direction of reducing the size of the CCR project to increase interest was well-received by BDC management as the SCDOT Team genuinely listened to the thoughts and ideas presented during this meeting. BDC saw a great opportunity to reach out to a trusted and valued SCDOT design firm, **P&P**. This relationship is centered around common goals of delivering quality products and meeting critical project schedules. We have assembled a team that will successfully deliver SCDOT with the first phase of a very critical facility for the state of South Carolina.

BDC is a full-service heavy highway and site development contractor that has been serving the Carolinas in both public and private infrastructure projects for the past 30 years. BDC is headquartered in Charlotte, NC, with a branch office in Charleston, SC, and has been particularly invested in the D-B process for the last 10 years. The company has pursued more than \$3 billion in D-B projects, and has successfully delivered or currently working on seven projects with a total value over \$600 million. The scope and size of the CCR project is perfectly suited for BDC, which has extensive experience in interstate, interchange, and riverine construction. BDC's riverine experience comes from recent projects including the I-40 over Yadkin River in Forsyth/Davie Counties, NC. **With more than 1,000 employees, and similar project experience, BDC has the resources and capacity to deliver this project on time and on budget.**

3.3

TEAM STRUCTURE AND PROJECT EXECUTION

3.3.1a Organizational Chart:



3.3.1b Functional Relationships and Integrated Design-Build Team: **BDC** is responsible for all aspects of the **Project**, including Project Management, Pre-construction, Construction, and Quality Control (QC). **P&P** is the **lead design firm** responsible for managing Pre-construction activities and providing roadway, structure, hydraulic, permitting, public relations, and document control. P&P is joined by a team of local SC subconsultants with relevant D-B experience, including **SEPI** (maintenance of traffic, signing, pavement markings), **E. Haselden** (signals, ITS, traffic analysis, IMR), **Utility Coordination Consultants** (utility management, utility coordination), **Terracon** (geotechnical, pavement design), **Vaughn & Melton** (utility design, surveys, SUE), and **PAN** (right of way acquisition). **S&ME** is the **Independent Quality Firm** responsible for Quality Acceptance (QA).

BDC Project Manager John Herrin is the **primary point of contact for SCDOT**. John will oversee all design and construction activities of the team, with the Lead Design Engineer and Construction Manager reporting directly to him. **P&P Lead Design Engineer Chad Rogers, PE**, will manage Pre-construction activities and the design discipline leaders. Each discipline leader is responsible for design within their technical area of expertise and will report directly to Chad. **UCC Utility Manager, Mark Price**, will report to the Lead Design Engineer during the design phase, and will communicate regularly with the Construction Manager once construction begins. Mark will manage all aspects of utility relocations and in-contract utility design. **BDC Construction Manager Mike Parker** will manage all aspects of construction, including daily operations of the construction superintendents to deliver the Project safely and on schedule. **BDC Quality Control Manager Todd Bowman** is responsible for management of construction QC and will report to the D-B Team's Executive Committee. Todd will implement the Construction Quality Management Plan (QMP). Testing will be performed in an AASHTO-SCDOT accredited laboratory facility in Columbia, SC, and inspections will be performed by certified SCDOT inspection personnel. The D-B Team's QA is led by **S&ME Independent Quality Manager (IQM) Glen Whittington, PE**, and functions independently of the Construction Team. Reporting jointly to the D-B Team's Executive Committee and SCDOT, Glen will coordinate with the D-B Team's QC Manager and SCDOT Construction Manager for all testing and inspection activities, and Independent Assurance Program compliance. He is directly responsible for ensuring that all workmanship and materials follow the contract requirements, and for carrying out the Independent Quality Firm (IQF) responsibilities of the QA portion of the Quality Assurance Program (QAP).

Environmental compliance will be achieved through close collaboration between the Design Team's **Lead Permitting Specialist, Laura Stevens, AICP (P&P)**, the Construction Team's environmental superintendent, and the IQF's lead environmental compliance person. **BDC Safety Manager Bruce Poling** will implement the D-B Team's safety program, leading the planning, training, and inspection of safety rules, and report to the Executive Committee.

BDC D-B Coordinator, Travis Padgett, PE, will report to the D-B Project Manager and interact with both the Lead Design Engineer and Construction Manager on a regular basis. Travis will conduct over-the-shoulder reviews and provide valuable insight through regular constructability analyses. Our team also includes document control specialists, public and media relations staff, and overall project administration personnel.

Our Executive Committee includes senior representatives from BDC and P&P, providing corporate oversight, support, and necessary resources for the Project Management Team. The Executive Committee will oversee and direct the Safety Unit, Construction Quality Control, and jointly oversee the IQF with SCDOT's owner verification firm.

To function as an integrated team, our organization combines Pre-construction, Construction, Quality Control, and Quality Acceptance professionals within a single entity, formalized through our discipline task force approach. Task forces will be organized and led by the D-B Coordinator and Lead Design Engineer. Each task force is comprised of lead team members from both Pre-construction and Construction and will meet on a weekly basis to discuss current project activities, schedules, and coordination needs. Once design is completed and RFC drawings are completed, the D-B Coordinator will shift focus to the construction phase of the project.

DESIGN-BUILD INTEGRATION STRATEGIES

- Design-Build Coordinator position facilitating Pre-construction and Construction communication
- Weekly / Monthly Task Force meetings to promote collaboration, planning, constructability, scheduling, design reviews – participation including Pre-construction, Construction, SCDOT
- Pre-design meetings with Construction and SCDOT prior to start of design
- Technology Integration – BlueBeam Plan reviews, ProjectWise file management system, Video Conferencing
- Pre-submittal constructability reviews by Construction Team

3.3.1c Past Working Relationships:

EXHIBIT 1: Similar Experience Working Together

PROJECT TYPE (Design-Build vs. Bid-Build)	BDC Exec. Comm. Luke Blythe	BDC Project Manager John Herrin	P&P Design Lead Chad Rogers	P&P Rdwy Lead Andrew Fisher	P&P Struct. Lead Adam Parrish	P&P Hydro Lead Don Alexander	Terra Geotech Lead Phillip Morrison	SEPI MOT Lead Steve Miller	UCC Utilities Lead Mark Price	P&P Env. Lead Laura Stevens	PAN ROW Lead David Link	BDC Constr. Manager Mike Parker	BDC QC Manager Todd Bowman	S&ME IQM Glen Whittington	BDC D-B Coord. Travis Padgett	V&M	SEPI	S&ME
DB: SCDOT I-85 Reconstruction & Widening MM 77-98 (2016-Ongoing)			X	X	X	X	X		X	X								
DB: SCDOT I-26 Widening MM 85-101 - Pursuit (2018-2019)			X	X	X	X			X	X								
DB: SCDOT I-85 Phase III - Pursuit (2017-2018)			X	X	X	X			X	X								
DBB: SCDOT SC 85 Bridge Replacements (2015-2019)			X	X	X	X				X								
DB: SCDOT Emergency Bridge Replacement Package 3 (2015-2016)			X	X	X					X	X							
DB: NCDOT Western Wake Freeway (2008-2012)			X		X									X				
DB: NCDOT I-40/440 Reconstruction–Fortify (2012-2015)			X											X		X		X
DBB: NCDOT Fire Tower Road Widening (2015-Ongoing)			X			X		X										
DB: NCDOT I-26/Brevard Road (2016-Ongoing)	X	X										X	X			X	X	X
DB: NCDOT Macy Grove Road (2011-2015)	X											X	X					
DB: NCDOT Division 11 Express (2018-Ongoing)	X	X										X	X					
DB: NCDOT NC 73 Improvements (2009-2013)	X								X									X

3.3.2 CRITICAL RISKS:

EXHIBIT 2: Critical Risk Items

CRITICAL RISK	MITIGATION STRATEGIES	SCDOT & THIRD-PARTY ROLE
Risk: Utility Relocations Impacts: <ol style="list-style-type: none"> Limited utility relocation crews Unidentified utilities Late roadway plan changes that impact utility relocation plans New utilities installed after RFC plan submittal 	Perform SUE for early identification of underground utilities	SCDOT to provide all available information to date on known utilities
	Early involvement from utility owners; requesting input on how to lessen impacts to their facilities	Provide early comprehensive review on roadway horizontal and vertical alignment to mitigate late changes
	Proactive coordination with SCDOT personnel regarding new encroachment agreements and contact these owners immediately	Provide information to D-B Team related to new utility facilities planned for the project area
Risk: Skilled Labor Availability Impacts: <ol style="list-style-type: none"> Projected SCDOT work volume may exceed the capacity of available skilled workforce Inadequate staffing results in quality deficiencies and schedule delays 	BDC has ample in-house personnel to construct the majority of the project; local personnel will be utilized as appropriate (e.g. trade schools, military veterans, etc.)	SCDOT may help facilitate labor acquisition through established partnerships with local community groups, labor associations, military, etc.
	BDC has long-standing relationships with multiple SCDOT pre-qualified specialty and DBE subcontractors; discussions have begun with many of them	
	BDC anticipates ample availability of skilled and unskilled labor due to current job market changes (RE: COVID-19)	SCDOT can help accelerate potential new subcontractor prequalification
Risk: Rock Hardness Impacts: <ol style="list-style-type: none"> Deep Foundations Driven Pile Foundations Shallow Foundations Utility Excavations Roadway Excavations 	Identify rock elevations and rock quality/hardness from available data; use existing data to identify extent of rock quality/hardness impact on the Project; avoid rock with design alignment revisions where possible	Provide any available subsurface data and laboratory testing for the project area
	Perform additional subsurface borings that include rock coring and evaluation of rock properties (e.g., RQD, RMR, GSI)	Provide any additional requirements to the D-B Team regarding foundation design (e.g., min. tip elevations or min. drilled shafts diameters)
	TESTING: Perform rock laboratory unconfined compressive testing; use Menard pressuremeter testing in soft rock to evaluate axial/lateral resistance; may be suitable to model some of the soft rock as IGM, per the SCDOT GDM; structural design modifications to reduce axial/lateral loads on foundations in soft rock; perform drilled shaft load test to possibly allow for use of higher resistance factor (per GDM/AASHTO); drive test piles with PDA/CAPWAP in soft rock to develop more accurate estimate pile capacities	Participate in pre-design meeting to discuss D-B Team solutions and elaborate on other potential solutions

3.3.3 PROJECT RESOURCES, STRATEGIES, AND EXECUTION:

3.3.3a Capacity and Resources: BDC currently employs over 1,000 personnel and has ample resources and capabilities to successfully deliver this challenging Project. Our key staff are familiar with working with one another and will seamlessly transition into their roles within this Project's D-B Team. BDC's Project Leadership Team, *Project Manager John Herrin, and Construction Manager Mike Parker*, have successfully worked together for the past three years on BDC's I-26/Brevard Road D-B Project in Asheville. This is infinitely superior to organizing a new team unfamiliar with working together. Our team is readily available to begin work on this Project, enhancing project startup and efficient execution.

Our design team has the capacity and resources to perform the work in a timely and efficient manner. P&P has grown to over 60 professional staff: ranking among Inc. 5000's Fastest Growing Companies (2018 and 2019); and ENR's Top Design Firms in the Southeast (2018 and 2019). We have also teamed with top local design firms to provide specific project tasks shown in Exhibits 3 and 4, and to provide additional resources if greater bench strength is needed during project execution.

EXHIBIT 4: D-B Team Responsibility

CONSTRUCTION CATEGORY	SELF-PERFORM	SUB-CONTRACT					
Construction Management	X						
Erosion Control*	X	X					
Traffic Control*	X	X					
Temporary/Permanent Signs*		X					
Construction Survey*		X					
Grading	X						
Access	X						
Temporary Shoring	X						
Structure Construction	X						
Drilled Shafts		X					
Install Reinforcing Steel*		X					
Approach Construction	X						
Storm Drain	X						
Asphalt Paving	X						
MSE Walls*		X					
Guardrail*		X					
Pavement Marking*		X					
Grooving*		X					
Culvert Demolition	X						
Stream Restoration	X						
ITS*		X					
NOTE: * Potential DBE Opportunity							
DESIGN DISCIPLINE	P&P	SEPI	UCC	TERRA	EHA	V&M	PAN
Structural/Bridge Design	X						
Seismic Design	X						
Roadway Design	X						
Clear Zone	X						
Hydro Analysis/Design	X						
Utility Management/Coord.		X					
Utility Design						X	
Traffic Analysis/ITS/Signals					X		
Maintenance of Traffic		X					
Drainage Design	X						
Environ. Permitting	X						
Public/Media Relations	X						
Geotech Expl./Design			X				
Signing/Markings		X					
Pavement Design			X				
ROW Acquisition							X
Survey/SUE						X	
HazMat Studies			X				
As-Built Plans	X						

EXHIBIT 3: Available Staff

BDC	9	Project Managers	P&P	6	Project Managers
	4	Constr. Managers		10	Rdwy Eng./Support
	18	Superintendents		10	Struct. Eng./Support
	40	Rdwy Foremen		7	Hydro Eng./Support
	40	Rdwy Crews		9	CADD Support
	9	Struct. Foremen		5	Permitting
	7	Struct. Crews		5	Public Relations
	18	Drainage Foremen		2	Document Control
	18	Drainage Crews			
	9	Project Assistants			
S&ME	1	Project Managers	SEPI	5	MOT Eng.
	6	Roadway Inspectors		3	Signing/Markings
	4	Structural Inspectors	Terra	12	Geotech Eng.
	2	Material Inspectors		4	Pavement Design
	2	Environmental		6	HazMat Support
	1	Data Management	V&M	15	Utility Designers
	1	Administration		65	Surveyors/SUE
	3	Survey Crew			
			PAN	3+	ROW Agents
UCC	3	Utility Coordinators			
EHA	2	Traffic Eng./Support			

3.3.3b Implementation of Resources: With over 1,000 employees throughout the Carolinas, **BDC has the ability and resources to self-perform the majority of work on this contract.** Project personnel will co-locate to a local BDC office dedicated to the CCR Project. Specialty scopes of work will be evaluated and select subcontractors will be used to maximize the efficiency of the project schedule. Subcontractors for items such as wet utility relocations and installation of reinforcing steel will be considered due to local knowledge and competitive cost. If additional BDC resources are required, a targeted outreach, recruitment, and training effort will be led by BDC's Human Resource Division through the use of media resources, both traditional and digital. Specifically, we will focus on transitioning veterans and local trade schools.

P&P will coordinate design activities from its Columbia and Charlotte offices. **Operations from the Columbia office will allow quick delivery and response time on all design submittals to SCDOT.** The Columbia office provides convenient access to the project site, while both offices allow close coordination with several of our design subconsultants. Design Coordination and Task Force Meetings, including both design and construction personnel, will be held weekly to assure all design disciplines are communicating throughout the design phase.

3.3.3c DBE Participation: Immediately following the shortlisted announcement for the pursuit phase of this Project, the BDC/P&P Team will set up a project DBE fair to solicit opportunities from all interested DBE companies. This effort will be led by *BDC's EEO and Safety Manager Bruce Poling and Estimating Administrator Eve Hibbler*. BDC has long-standing working relationships with Lineberger Construction and Express Logistics Services, Inc., both of which are DBE companies SCDOT has reached out to regarding the CCR Project. With these companies and other DBE firms solicited through BDC's traditional efforts and the project-specific DBE Fair, BDC will meet or exceed the DBE requirements for the Project.

3.3.3d Environmental Coordination, Utilities, Public Relations, and Permitting:

Environmental Coordination and Permitting: The BDC/P&P Team's environmental approach follows the USEPA/USACE three-step Mitigation Sequence, which is: 1) avoid; 2) minimize; and 3) compensate. Both design and construction personnel will achieve avoidance and minimization of environmental impacts through ongoing review of our team's design versus the Selected Alternative, and we will make every effort to maintain or reduce impacts to the environmental resources as documented in the FEIS/ROD. In coordination with SCDOT, an Environmental Compliance Plan (ECP) will be prepared to identify measures to be implemented by our team to comply with all environmental documents, permits, and commitments. The ECP will also name the specific personnel responsible for conducting the monitoring and compliance tasks. The BDC/P&P Team will comply with all **environmental commitments** included in the FEIS/ROD. Our team understands SCDOT is currently securing a Provisional Individual Permit from the USACE for all phases of the Project and developing a Compensatory Mitigation Plan to cover the wetland and stream impacts for the Selected Alternative. If a permit modification is needed based on our team's design, we will coordinate closely with SCDOT, USACE, and resource agencies to meet construction milestones and comply with the approved mitigation plan.

Utility Coordination: The following is our team's approach to resolving utility conflicts and assuring these conflicts are dealt with in a timely manner:

EXHIBIT 5: Utility Conflict Resolution

- | | |
|--|---|
| <ul style="list-style-type: none">• Conduct joint utility meeting to deliver plans and schedules• Meet with utility companies on-site to gather information• Assist utility companies with relocation designs• Assist utility companies and right of way agent to determine right of way requirements | <ul style="list-style-type: none">• Review submittal packages for prior rights determination, accuracy, and constructability issues• Develop and maintain utility construction schedules• Act as liaison between utility companies and construction personnel during utility and roadway construction |
|--|---|

Public Relations: BDC/P&P will proactively ensure all stakeholders are well-informed before and during construction. In coordination with SCDOT, our team will hold a preconstruction meeting with emergency services and other community stakeholders to review the major traffic shifts, closures, detours, and other stages of construction. We will work closely with these stakeholders and SCDOT Division 1 staff to avoid unnecessary impacts and review possible design revisions to eliminate stakeholder hardships. News releases, detour graphics, and other forms of communication will be provided prior to any major traffic shifts or acceptable road closures.

3.3.3e Communication and Issue Resolution: The table below provides elements of our team’s communication, issue resolution, and project execution plans for the right of way acquisition, OVTI process, in-contract third-party utility relocation, and USACE permit modifications.

EXHIBIT 6: *Communication Plan*

TASK	COMMUNICATION	ISSUE RESOLUTION	EXECUTION
Advanced ROW Acquisition	<ul style="list-style-type: none"> Pre-design meeting with SCDOT to discuss purchased ROW and any outstanding tracts to be purchased Develop and track comparison plans showing SCDOT purchased vs. D-B Team ROW needs Regular coordination between Utility Manager and ROW agents 	<ul style="list-style-type: none"> Pre-design meetings help avoid future issues; expectations are established early Solve issues EARLY at the design discipline level; escalation is minimized If escalated, involve only decision makers in resolution 	<ul style="list-style-type: none"> Set goals of maintaining current SCDOT ROW acquisition areas Coordinate EARLY any tracts needing additional acquisition area with SCDOT and team agents Prioritize ROW tracts in CPM schedule ROW task force meetings
OVTI Process	<ul style="list-style-type: none"> Identify QC and IQF testing requirements and hold points during weekly construction meeting Weekly reports to OVTI for material quantity, IQF testing compliance, and details of non-conforming work Engineering judgment decisions to include proper documentation 	<ul style="list-style-type: none"> IQF will partner with OVTI for best decision for the project Decision to be presented to Construction and QC for execution Escalated to Executive Committee (EC) if not resolved EC to provide decision - IQF will present resolution to OVTI EC / IQF to partner with OVTI / SCDOT to keep project moving 	<ul style="list-style-type: none"> Routine documentation of project details, overall quality, and IQF operations/process/procedures with OVTI D-B Team goal for QC and IQF testing/sampling/inspection is to provide adequate, accurate, timely, and efficient performance to avoid duplicate work for OVTI
In-contract Utility Relocation	<ul style="list-style-type: none"> Pre-design meeting with utility owners to discuss conflicts; discuss design revisions to avoid conflicts Early discussion with SCDOT and utility owners about necessary temporary relocations Establish routine contact schedule with utility owners, Utility Manager - include SCDOT staff for meetings 	<ul style="list-style-type: none"> Pre-design meetings help avoid future issues; expectations are discussed so all parties work together Solve issues EARLY at the design discipline level; escalation is minimized If escalated, involve only decision makers in resolution 	<ul style="list-style-type: none"> Communication between design, utility coord., and construction; provide constructability reviews Schedule periodic utility task force meetings for all parties Maintain up-to-date utility relocation schedule Prioritize utility relocations in CPM schedule
USACE Permit Modification	<ul style="list-style-type: none"> Early coordination with SCDOT ESO and Division 1 regarding potential permit modifications Pre-submittal meeting with SCDOT and USACE to discuss D-B Team’s design and permit modifications Submit permit modification to USACE and coordinate approval 	<ul style="list-style-type: none"> Pre-submittal meetings help avoid permitting delays; concerns or questions are discussed and usually resolved early D-B Team will make every effort to meet or reduce Department impacts 	<ul style="list-style-type: none"> Communicate with Department staff early and discuss impacts Construction Unit to review sites for constructability Include all impacts in one modification package (permanent impacts, temporary construction impacts, haul routes, etc.)

3.3.4 QUALITY ASSURANCE PROGRAM:

Understanding of Quality Assurance Program: As SCDOT has described in the Carolina Crossroads QAP, there are four equally important and useful components as depicted in Exhibit 7.

EXHIBIT 7: *Quality Assurance Components*

COMPONENT	DETAILS
1. Quality Control (QC)	Often referred to as Process Control, QC consists of those actions and considerations taken by the Contractor to assess and adjust production and construction operations (TRB E-C074). These items can be as simple as labeling the aggregate bins at the asphalt or concrete plant or more complex tasks, such as systematic sampling and testing. Process controls are comprehensive and include all construction engineering and management activities, oversight, calibrations, sampling, and testing performed by the Proposer in producing and delivering construction quality of Carolina Crossroads.
2. Quality Acceptance	Performed by the IQF, QA is the process of deciding through examining, measuring, and testing whether to accept or reject a product (TRB E-C074). Although the IQF is completely independent from the Proposer, the firm will consistently interact with the Construction Quality Control Manager (QCM) discussing and observing that the QC portion of the Construction QMP is being satisfactorily conducted, which will include periodic audits.

COMPONENT	DETAILS
3. Owner Verification & Validation	This is the process of confirming whether the QA testing can be used for acceptance purposes. This “testing the truth” to a defined level of confidence (typically 95%) is accomplished through Owner testing and statistical comparison of the variances and means to determine whether the QA tests reside in the same population of data as the Owner Verification test results.
4. Owner Independent Assurance	This is the process of determining whether all personnel and laboratories engaged in the QA process are certified to perform the testing, knowledgeable in running the test procedures, and are using calibrated/functioning equipment. Calibration checks, split samples, and proficiency samples will be evaluated to determine if results reside within acceptable D2S limits for the specific test procedure and will be compared to the SCDOT Deviation Guide for Comparing Quality Control Test Results to Independent Assurance Sample Test Results.

Meeting Quality Control (QC) Components of QAP: The construction QCM is responsible for the QC component of the QAP. He will report directly to the D-B Team’s Executive Committee and will develop, lead, and execute the construction QMP. Daily interaction with the IQF, particularly the IQM, will occur to proactively address quality and reduce issues of non-conforming work. Routine collaboration and partnership with the SCDOT Owner Verification (OV) Testing and Inspection staff will take place to communicate successful testing and procedures, as well as non-conforming work and additional testing and/or rework needed to address issues not meeting standards. BDC will coordinate internal document control with the IQF and SCDOT to seamlessly function with each group’s tracking system. BDC is experienced with multiple tracking procedures and can implement a variety of software so that coordination and collaboration will meet expected organization and efficiency.

We understand that certain construction elements represent greater quality risk than others. The IQF will develop a list of IQF hold points, which at minimum will be that included in Appendix A of the QAP. The list will identify those involved in inspection, acceptance criteria, and criteria that must be accepted before proceeding. These hold points will be reviewed and approved by the OV team and communicated with the QC and IQF teams for compliance. Hold point procedures will be included in the QMP.

Meeting Quality Acceptance Components of QAP: S&ME as the IQF understands the responsibilities outlined in the Carolina Crossroads QAP, specifically the requirement to act as the “Resident Construction Engineer” and provide qualified, certified personnel in overseeing the compliance with SCDOT Standard Specifications, Contract, policies, and technical provisions during construction. S&ME has direct experience administering projects that have contained a similar QA structure and required statistical verification and validation of acceptance data, such as the I-90 Innerbelt Bridge in Cleveland, OH, and the I-540 Turnpike in Western Wake County, NC. We understand that testing, at minimum, must meet the frequencies established in Appendix B of the QAP. Based upon past project experience, a key component of the IQF is the document management process to include verification that testing is being conducted at the correct intervals, hold points are complied with, and non-conforming work is reported, addressed, and if necessary, corrected.

IQM Glen Whittington, PE, as well as the entire IQF team, is committed to being truly independent for quality acceptance testing, inspection, and decision making while functioning collaboratively with the QC team and Owner Verification Testing and Inspection and Independent Assurance (OVTI & IA) team daily. These interactions will

allow both entities to be proactive in addressing quality and reduce issues of non-conforming work. Knowledge and communication of where the quality break down resides is critical to process/quality improvement. In addition, there must be a collaborative partnership between the IQF and OVTI & IA team as these groups will be jointly, but independently, sampling and testing project components and using this data for acceptance purposes. The OV team will need to be kept aware of non-conforming work, additional testing, and/or rework needed to address issues not meeting standards.

Glen, as the IQM, has experience working as an Owner and using engineering judgement during project management. Engineering judgement should not just be used when evaluating non-conforming work and should be used to promote continuous quality improvements by encouraging more testing or observations on critical elements. The IQF will provide an engineering judgment list of inspection and testing items for approval by SCDOT. Glen understands and will make known that engineering judgements will be applied on a case-by-case basis for the betterment of the Project. All engineering decisions will be based on technically sound information, be properly vetted, will not create ongoing quality issues, and shall be denoted with appropriate documentation and reasoning.

For coordination and document tracking, S&ME has an internal web-based material management software that can be used for collecting, organizing, processing, retrieving, and reporting test data. However, S&ME also has experience setting up project SharePoint sites for project collaboration, using owner systems like SiteManager and ProjectWise, or adapting to a different OV reporting platform to utilize what is most efficient in the documentation process for SCDOT. S&ME has an established history of retaining an AASHTO-certified laboratory and laboratory professionals residing less than 3.5 miles from the project limits. For staffing levels, please refer to Exhibit 3 on page 6.

3.4 EXPERIENCE OF KEY INDIVIDUALS

The experience and capabilities of our team's key individuals can be seen in [Appendix A: Key Individual Resumes](#).

3.5 PAST PERFORMANCE OF THE TEAM

3.5.1 EXPERIENCE OF PROPOSER'S TEAM: See [Appendix B: Work History and Quality Form – Contractor/Designer](#) for a sample of our past projects.

3.5.2 QUALITY OF PAST PERFORMANCE: BDC has not been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity, nor are any such actions pending against the company within the last five years. In addition, BDC has not received any NOV's in the past five years. See [Appendix B: Work History and Quality Form – Contractor/Designer](#) for further details.


SCDOT



APPENDIX A

Key Individual Resume Forms

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title:	John Everett Herrin, Sr. Project Manager	
b. Role of Key Individual for this Project:	Project Manager	
c. Name of Firm with which you are now associated:	Blythe Development Co.	
d. Years of Experience: With this Firm <u>4</u> Years With Other Firms <u>36</u> Years	<p>Blythe Development Co.: <i>Project Manager</i>, June 2016-Current Project Manager for BDC I-5504 I-26/Brevard Road Interchange Modification and Interstate Widening, Buncombe Co., NC (Listed below)</p> <p>NHM Constructors (Formerly Taylor Murphy): <i>Design-Build Manager/Project Manager</i>, 2013-2016 Responsibilities: Lead D-B Team through SOQ phase, shortlist to Bid. Led the D-B Team as a Partner with the Lead Design Firm and the Owner through the Design Phase. Led the project through construction, communicating with the Lead Designer and the Owner. Responsibilities during construction included overseeing safety and QA/QC for plans and construction, erosion control, and design/construction resolution; aided in public relations alongside NCDOT; played a key role in conflict resolution with the highest respect for all parties involved; monitored and maintained schedules through all phases of the project through completion; monitored cost; and worked with the Owner through contract modifications.</p> <p>Taylor Murphy: <i>Project Manager</i>, 1995-2013 Project Manager for multiple public and private projects responsible for providing a successful delivery of the project for quality, safety, and schedule.</p> <p>Crowder Construction: <i>Superintendent</i>, 1993-1995 Responsibilities included the oversight of multiple bridge and grading crews, including daily execution as it pertained to quality, safety, and schedule.</p> <p>Taylor and Murphy Construction: <i>Foreman</i>, 1990-1993 Daily management and responsibility for a crew to ensure all work was performed safely and in compliance with the schedule provided.</p>	
e. Education:	N/A	
f. Active Registrations:	N/A	
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
<p>I-26 & Brevard Road Design-Build, Buncombe County, NCDOT</p> <p>Key Personnel Role: <i>Project Manager</i></p> <p>Current/Other Firm: <i>Current; Blythe Development Co.</i></p> <p>Project/Assignment Duration: <i>Project June 2016-June 2020; Assigned June 2016-June 2020</i></p> <p>Owner Contact Information: <i>NCDOT, Jody Lawrence, jrlawrence@ncdot.gov, 828.298.0080</i></p> <p>Construction Value: <i>\$48 million</i></p> <p>Project Description: This project includes three miles of interstate and interchange modification and reconstruction of I-26 and Brevard Road in Asheville. This includes the staged demolition of the existing bridge over I-26 and construction of a new structure to accommodate the interchange modification. John is the Project Manager, beginning in the design phase, responsible for being the primary contact for BDC with NCDOT, coordination with the design team, selection and management of subcontractors and vendors, BDC's representative for public relations, and overall responsibility of successful project delivery.</p> <p>I-40 Widening & US 19/23 Interchange (I-4400), Buncombe County, NCDOT</p> <p>Key Personnel Role: <i>Project Manager</i></p> <p>Current/Other Firm: <i>Other; Taylor & Murphy Construction Company</i></p> <p>Project/Assignment Duration: <i>Project 2004-2007; Assigned 2004-2007</i></p> <p>Owner Contact Information: <i>NCDOT, Randy McKinney, rmckinney@ncdot.gov, 828.298.0080</i></p> <p>Construction Value: <i>\$42.9 million</i></p> <p>Project Description: The project included construction of auxiliary lanes EB and WB on I-40 in the proximity of Exit #44 (US 19/23) in Buncombe County. Work also consisted of the replacement of existing interstate bridges, reconstruction of the US 19/23 interchange, new sound walls, utility relocation, and extensive maintenance of traffic throughout the life of the project. The project is located in one of the most high-traffic areas in Western NC.</p>		

KEY INDIVIDUAL RESUME FORM

I-40 Widening & Rehabilitation MM 90-MM 94, McDowell County, NCDOT

Key Personnel Role: *Project Manager*
Current/Other Firm: *Other; Taylor & Murphy Construction Company*
Project/Assignment Duration: *Project 2000-2003; Assigned 2000-2003*
Owner Contact Information: *NCDOT, Bryan Skeens, bcskeens@ncdot.gov, 828.803.1461*
Construction Value: *\$24.9 million*

Project Description: The project consisted of four miles of interstate rehabilitation with the replacement of eight bridges on mainline and overpasses in McDowell County, NC. Roadway items included drainage, excavation, concrete paving, and isolated widening at the interchanges. Two of the bridge replacements were over water and two were over environmentally permitted areas. The major components of this project were maintenance of traffic and phased roadway and bridge construction.

City of Greenville, Parks and Recreation, Construction of the Liberty Bridge

Key Personnel Role: *Project Manager*
Current/Other Firm: *Other; Taylor & Murphy Construction Company*
Project/Assignment Duration: *Project 2003-2004; Assigned 2003-2004*
Owner Contact Information: *Greenville Parks & Recreation, Marlie Creasey-Smith, mcreaseysmith@greenvillesc.gov, 864.467.6678*
Construction Value: *\$7.5 million*

Project Description: The project consisted of construction of a Cantilevered Cable Stay Pedestrian Bridge as part of the Downtown Greenville revitalization project. This bridge was the first of its kind to be constructed in the US. The project required extremely detailed cooperation between the designer and the contractor. The successful cooperation and coordination with the Owner, designer, and contractor shows John's ability to perform on high profile and complex projects. The one-year project was a highly successful delivery and won many awards, including the AGC Pinnacle Award. www.greenvillesc.gov/175/The-Liberty-Bridge

US 25 Bridge Replacement over Swannanoa River, Buncombe County, NCDOT


Key Personnel Role: *Project Manager*
Current/Other Firm: *Other; Taylor & Murphy Construction Company*
Project/Assignment Duration: *Project 2009-2010; Assigned 2009-2010*
Owner Contact Information: *NCDOT, Randy McKinney, rmckinney@ncdot.gov, 828.298.0080*
Construction Value: *\$2.2 million*

Project Description: The project consisted of accelerated bridge construction to replace the existing bridge structure to improve both traffic and hydraulic design. The accelerated bridge construction method was used to minimize the impact to an area of the Biltmore Estate entrance that heavily depends upon tourist traffic. The deck section pour was scheduled to coincide with the timing of the demolition of the existing bridge and completion of the substructure. This project was performed successfully and completed ahead of schedule. This project received an award from the Asheville Historic Preservation Society due to using the design of the original bridge's handrails in the new construction. Coordination with all stakeholders was critical, which included NCDOT, City of Asheville, and The Biltmore Estate. The accelerated construction reduced the closed road situation with an off-site detour from 24 months to four months. <http://utcdb.fiu.edu/bridgeitem?id=230>, <https://www.ncdot.gov/news/press-releases/Pages/2012/Asheville-Bridge-Project-Receives-Honor-.aspx>

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

John's current assignments include Project Manager on the I-26/Brevard Road Interchange D-B Project in Buncombe County, NC, and Project Manager for NCDOT Division 11 Express D-B Culvert Replacements in Ashe and Watauga Counties, NC. Both of these projects will be completed in December 2020 and John will be fully dedicated to the Carolina Crossroads Phase I – Colonial Life Boulevard Project with no other duties.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.						
<p>a. Name & Title: Anthony Chad Rogers, PE Operations Manager/Senior Project Manager</p>						
<p>b. Role of Key Individual for this Project: Lead Design Engineer</p>						
<p>c. Name of Firm with which you are now associated: Parrish and Partners, LLC</p>						
<p>d. Years of Experience: With this Firm <u>5</u> Years With Other Firms <u>15</u> Years Parrish and Partners, LLC: <i>Operations Manager/Senior Project Manager, 2014-Present</i> As Operations Manager, Chad is responsible for the management of major transportation projects with an emphasis on design-build. He has a multi-disciplined background in roadway and drainage design, and has served as Lead Design Engineer, Lead Roadway Engineer, and Lead Hydraulics Engineer on multiple design-build projects and design-build pursuits throughout the Carolinas. RS&H, Inc.: <i>Senior Project Manager, 2012-2014 – Management of design-build projects</i> The LPA Group, Inc.: <i>Project Manager/Lead Design Engineer/Project Engineer, 1999-2012</i> Roadway and drainage design for design-build projects</p>						
<p>e. Education: University of North Carolina - Charlotte / Charlotte, NC / B.S.C.E. / 1998 / Civil Engineering</p>						
<p>f. Active Registrations:</p> <table border="0"> <tr> <td>2012 / SC / Civil / 030079</td> <td>2014 / VA / Civil / 0402053938</td> </tr> <tr> <td>2003 / NC / Civil / 029442</td> <td>2010 / NC / NCEES Certified</td> </tr> </table>			2012 / SC / Civil / 030079	2014 / VA / Civil / 0402053938	2003 / NC / Civil / 029442	2010 / NC / NCEES Certified
2012 / SC / Civil / 030079	2014 / VA / Civil / 0402053938					
2003 / NC / Civil / 029442	2010 / NC / NCEES Certified					
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <p>I-85 Reconstruction & Widening, MM 77-98 (P027114), Spartanburg & Cherokee Counties, SCDOT</p> <p>Key Personnel Role: <i>Lead Design Engineer</i></p> <p>Current/Other Firm: <i>Current; Parrish & Partners, LLC</i></p> <p>Project/Assignment Duration: <i>Project October 2016-June 2022; Assigned October 2016-October 2017</i></p> <p>Owner Contact Information: <i>SCDOT, Brad Reynolds, ReynoldsBS@scdot.org, 803.737.1440</i></p> <p>Construction Value: <i>\$436 million</i></p> <p>Project Description: As Lead Design Engineer, Chad was responsible for overseeing all design activities for this 21-mile project, which consists of all work necessary to reconstruct I-85 from MM 77 to MM 98 and reconstruct and widen I-85 from four to six travel lanes from near MM 80 to the south end of the I-85 bridge over the Broad River. The project includes reconstruction of four interchanges, challenging MOT, extensive utility relocations including in-contract water/sewer design, multiple bridge structures, right of way acquisition, environmental permitting, new ITS system, and coordination with two adjacent “in-construction” interstate projects.</p> <p>I-40 / 440 Reconstruction-Fortify Design-Build Project, (I-5311/I-5338), Raleigh, NCDOT</p> <p>Key Personnel Role: <i>Lead Design Engineer</i></p> <p>Current/Other Firm: <i>Other; RS&H</i></p> <p>Project/Assignment Duration: <i>Project 2012-2017; Assigned 2012-2014</i></p> <p>Owner Contact Information: <i>NCDOT, Rodger Rochelle, PE, rdrochelle@ncdot.gov, 919.707.2900</i></p> <p>Construction Value: <i>\$180 million</i></p> <p>Project Description: As Lead Design Engineer, Chad was responsible for all aspects of design. The project included full reconstruction of approximately 12 miles of deteriorating asphalt pavement along the Raleigh Southern Beltline, I-40/440. Additional project scope included roadway drainage system upgrade, reconstruction of six interchanges, new interstate signing, bridge widening and latex-modified concrete overlay performed on 14 bridge decks, environmental permitting, utility coordination, railroad coordination, ITS modifications, and Signalization. The D-B Team was also responsible for the traffic analysis and Interchange Modification Report for a potential Diverging Diamond Interchange at the South Saunders Street interchange.</p> <p>Western Wake Freeway Design-Build Project (R-2635A, B, C1, C2), Wake County, NCDOT / NCTA</p> <p>Key Personnel Role: <i>Lead Roadway Engineer</i></p> <p>Current/Other Firm: <i>Other; The LPA Group, Inc.</i></p> <p>Project/Assignment Duration: <i>Project 2008-2012; Assigned 2008-2012</i></p> <p>Owner Contact Information: <i>NCDOT, Rodger Rochelle, PE, rdrochelle@ncdot.gov, 919.707.2900</i></p> <p>Construction Value: <i>\$446 million</i></p>						

KEY INDIVIDUAL RESUME FORM

Project Description: Lead Roadway Engineer for the project and responsible for the development of design, roadway production schedules, and overall Roadway RFC Plan delivery for 12 miles of interstate including multiple interchanges and accommodations for open road toll facilities. Managed multiple design squads, including subconsultant squads, and served as the DB Team point of contact for all matters related to Roadway Design. Also served as the Lead Hydro Engineer for Section C1 which included three miles of interstate near Cary, NC, including a major interchange at US 64 of a full clover leaf configuration with concrete barrier separated Collector Distributor roads. Engineer of record for Section C1 for both the roadway and hydraulic designs. The project is the first toll facility constructed in NC.

I-85 Widening over Yadkin River Design-Build (I-2304AC), Rowan/Davidson Counties, NCDOT

Key Personnel Role: *Lead Roadway Engineer / Assistant Design Manager (Pursuit Phase)*

Current/Other Firm: *Other; The LPA Group, Inc.*

Project/Assignment Duration: *Pursuit 2009-2010; Assigned 2009-2010*

Owner Contact Information: *NCDOT, Rodger Rochelle, PE, rdrochelle@ncdot.gov, 919.707.2900*

Construction Value: *\$136 million*

Project Description: The project widened and reconstructed I-85 from 4 to 8 lanes, including new dual 3,000 LF interstate bridges over the Yadkin River. The bridges would span an approximate 800-ft width of the Yadkin River, three adjacent wetland areas, and the CSXT owned railroad. The project also reconstructed the interchange at US 70 to a partial clover leaf. Chad served as lead roadway engineer on the pursuit and contributed to proposal innovations with a roadway design that reduced the length of the dual bridges over the Yadkin River by approximately 600 feet, providing an estimated project savings of nearly \$12 million. Chad was responsible for all roadway design activities; extensive coordination with structures and drainage discipline leaders; proposal plan development; technical proposal assistance; roadway design schedules; and roadway design budgeting. *Contractors:* United Infrastructure and Blythe Construction.

I-85 Widening Design-Build Project (I-3803A), Mecklenburg/Cabarrus Counties, NCDOT

Key Personnel Role: *Roadway & Hydraulics Engineer*

Current/Other Firm: *Other; The LPA Group, Inc.*

Project/Assignment Duration: *Project 2002-2005; Assigned 2002-2003*

Owner Contact Information: *NCDOT, Scott Allen, sallen@ncdot.gov, 704.983.4400*

Construction Value: *\$88 million*

Project Description: The project consisted of I-85 reconstruction and widening (two to four lanes) the existing asphalt pavement to concrete pavement and included construction of a new flyover ramp at US 29/49. Three interchanges were reconstructed, and a new loop ramp was provided at University City Boulevard. Chad was responsible for drainage design and erosion control for the eight-mile interstate reconstruction. Design elements included closed system drainage design, ditch analysis and design, culvert analysis and design, and bridge hydraulic analysis / Bridge Survey Reports. Chad also provided roadway design for select interchange ramps and temporary alignments to accommodate multiple traffic control phases. *Contractor:* Blythe Construction.

I-85 Widening, Phase III, P027116 Design-Build Pursuit, Cherokee County, SCDOT

Key Personnel Role: *Lead Design Engineer (Pursuit Phase)*

Current/Other Firm: *Current; Parrish & Partners, LLC*

Project/Assignment Duration: *Pursuit: 2017-2018; Assigned 2017-2018*

Owner Contact Information: *SCDOT, Brad Reynolds, ReynoldsBS@scdot.org, 803.737.1440*


Construction Value: *\$181 million*

Project Description: The project consisted of widening an 8-mile section of I-85 from MM 98 to MM 106. The project will widen I-85 from four to six lanes and reconstruct four interchanges at Exits 100, 102, 104, and 106, and replace the NSRR bridge over I-85. Chad was the Team's Lead Design Engineer and led the development of the team's design, including alternate interchange designs, MOT phasing plans, and working closely with the utility coordinator, right of way agents, and permitting staff to develop the approach, cost, and schedule for project delivery. *Contractors:* Blythe Construction / Zachry Construction

- 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.

N/A

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title:	Mark Allen Price Project Manager/Vice President	
b. Role of Key Individual for this Project:	Utility Manager	
c. Name of Firm with which you are now associated:	Utility Coordination Consultants, LLC	
d. Years of Experience: With this Firm <u>18</u> Years With Other Firms <u>21</u> Years	Utility Coordination Consultants, LLC: <i>Owner/Utilities Project Manager/Vice President, 2002-Present</i> Management of major transportation projects with an emphasis in utility coordination Mulkey Engineers, Inc.: <i>Utility Coordinator, 2000-2002</i> Management of utility relocations on design-build projects	
e. Education: Cape Fear Technical College / Wilmington, NC / A.A.S./ 1980 / Engineering Design & Drafting		
f. Active Registrations:	N/A	
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
I-85 Reconstruction & Widening, MM 77-98 (P027114), Spartanburg & Cherokee Counties, SCDOT		
Key Personnel Role: <i>Utility Relocation Project Manager</i>		
Current/Other Firm: <i>Current; Utility Coordination Consultants, LLC</i>		
Project/Assignment Duration: <i>Project October 2016-June 2021; Assigned 2016-2021</i>		
Owner Contact Information: <i>SCDOT, Shane Parris, PE, ParrisSL@scdot.org, 864.490.0466</i>		
Construction Value: <i>\$436 million</i>		
Project Description: Utility Project Manager responsible for overseeing all utility relocation activities for this 21-mile project, which consists of all work necessary to reconstruct I-85 from MM 77 to MM 98 and reconstruct and widen I-85 from four to six travel lanes from near MM 80 to the south end of the I-85 bridge over the Broad River. The project includes reconstruction of four interchanges with extensive utility relocations, including in-contract water and sewer relocations. Carl Goodrum is the on-site Utility Coordinator working under the direction of Mark Price.		
I-485 (Charlotte Outer Loop) Express Lanes (I-5507, R-0211EC, U-4714AB), NCDOT		
Key Personnel Role: <i>Utility Relocation Project Manager</i>		
Current/Other Firm: <i>Current; Utility Coordination Consultants, LLC</i>		
Project/Assignment Duration: <i>Project: December 2017-July 2021; Assigned 2017-2021</i>		
Owner Contact Information: <i>NCDOT, Brian Davis, PE, Bddavis@ncdot.gov, 980.262.6200</i>		
Construction Value: <i>\$346 million</i>		
Project Description: The project consists of widening and resurfacing I-485 for the addition of new toll lanes, and the construction of a new interchange at Weddington/Matthews Road. Mark is the Utility Project Manager responsible for all aspects of utility relocations. As many as 13 utility companies have conflicts with project construction, including: Duke Energy, AT&T, Windstream Phone, Spectrum Cable, Segra Fiber, and Piedmont Natural Gas. Jim Carlson is the on-site Utility Coordinator working under the direction of Mark Price.		
Future I-295 – Fayetteville Outer Loop from I-95 to South of SR 1003 (Camden Road) (U-5713, R-5777A, R-577B), NCDOT		
Key Personnel Role: <i>Utility Relocation Project Manager</i>		
Current/Other Firm: <i>Current; Utility Coordination Consultants, LLC</i>		
Project/Assignment Duration: <i>Project: February 2018-December 2021; Assigned 2008-2021</i>		
Owner Contact Information: <i>NCDOT, Randy Rogers, rdrogers4@ncdot.gov, 910.364.0840</i>		
Construction Value: <i>\$203 million</i>		
Project Description: The project consists of upgrading US 70 to a 6-lane divided highway with controlled-access in compliance with interstate standards. The project will convert at-grade intersections to grade-separated interchanges at the US 70 intersections with Williams Road, Airport Road, Grantham Road, Taberna Way, and Thurman Road; and two-way access roads on both sides of US 70 to connect existing service roads and maintain access to side streets and abutting properties. Mark serves as the Utility Project Manager responsible for all aspects of utility relocations and coordination of in-contract utilities (water/sewer). Mark is responsible for obtaining all utility agreements, and coordination of construction / relocation of private utilities.		

KEY INDIVIDUAL RESUME FORM

Peace Haven Road & US 52 / NC 65 Interchange (R-2247CD-EC), NCDOT

Key Personnel Role: *Utility Relocation Project Manager*
Current/Other Firm: *Current; Utility Coordination Consultants, LLC*
Project/Assignment Duration: *Project: February 2017-December 2019; Assigned 2017 - 2019*
Owner Contact Information: *NCDOT, Todd Lapham, tdlapham@ncdot.gov, 910.707.7188*
Construction Value: *\$44 million*

Project Description: Utility Coordinator. The project will modify the US 421 / Peace Haven Road interchange and the US 52 (Future I-74) / Bethania – Rural Hall Road interchange on the Winston-Salem Northern Beltway. Mark served a key role in the design and construction of this high-profile project working closely with several utility companies to develop utility relocation plans that would accommodate the impacted facilities. With limited right of way, it was crucial the utility designs be scrutinized to ensure each company's facilities could be placed along the project corridor.

I-85 Widening from North of 73 (Exit 55) to North of Lane Street (Exit 3) (I-3802A), NCDOT

Key Personnel Role: *Utility Relocation Project Manager*
Current/Other Firm: *Current; Utility Coordination Consultants, LLC*
Project/Assignment Duration: *Project: May 2014-December 2020; Assigned 2014 - 2018*
Owner Contact Information: *NCDOT, Todd Lapham, tdlapham@ncdot.gov, 910.707.7188*
Construction Value: *\$187 million*

Project Description: The project widened and reconstructed I-85 from a 4-lane to 8-lane divided facility from north of NC 73 to Lane Street in Cabarrus county. The project also reconstructed three interchanges within the project limits and replaced a total of 11 bridges, as part of the reconstruction of additional crossing routes. In this fast-paced, high-profile project, responsible for working with numerous utility companies to coordinate the design and installation of several overhead and underground utility lines. With an aggressive schedule to meet, attention to detail and the ability to work with several agencies simultaneously was critical to the success of the project. With deadlines for the construction phase looming, worked to develop utility relocation plans within a very short timeframe – enabling the contractor to meet the accelerated schedule.

I-485 Outer Loop New Alignment (R-2248E), NCDOT

Key Personnel Role: *Utility Relocation Project Manager*
Current/Other Firm: *Current; Utility Coordination Consultants, LLC*
Project/Assignment Duration: *Project: September 2010-May 2013; Assigned 2010-2013*
Owner Contact Information: *NCDOT, Todd Lapham, tdlapham@ncdot.gov, 910.707.7188*
Construction Value: *\$140 million*

Project Description: The project consists of constructing an 8-lane divided facility with a variable median width. The fully controlled access freeway was built on new alignment from west of NC 115 to west of I-85 in Mecklenburg County. The project constructed the remainder of the interchange with NC 115, a new split diamond interchange at Prosperity Church Road, and a new SPUI Interchange with Mallard Creek Road. Mark was responsible for working with numerous utility companies to coordinate the relocation of several overhead and underground utility lines. Mark and the team were responsible for obtaining all utility agreements and coordinating the construction / relocation of private utilities with the appropriate owners. As with other projects, the ability to work with several agencies simultaneously was critical to the success of the project. All utility relocations were completed on time, allowing the contractor's critical path to be followed with no construction delays.

- 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.

Mark will not be on-site full-time; however, Carl Goodrum will be acting as the on-site Utility Coordinator for Utility Coordination Consultants. He will handle day-to-day activities as they relate to utility conflicts. Mark will visit the site regularly and oversee Carl, providing support as needed throughout the life of the Project.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a.	Name & Title: Michael Dale Parker Construction Manager	
b.	Role of Key Individual for this Project: Construction Manager	
c.	Name of Firm with which you are now associated: Blythe Development Co.	
d.	Years of Experience: With this Firm <u>19</u> Years With Other Firms <u>17</u> Years Blythe Development Co.: <i>Construction Manager, June 2010-Current</i> Responsible for the management of projects, including D-B, which consists of working with owners, designers, utilities, and subcontractors to ensure the execution is completed by BDC crews and subcontractors in a safe and quality manner within the schedule for project delivery. SHEA Homes: <i>Director of Field Operations, 2006-2010</i> Coordinated the purchase, design, permitting, and construction for multiple residential community construction projects in NC. Blythe Development Co.: <i>Superintendent, May 1996-April 2006</i> Managed field operations for BDC crews and subcontractors for multiple NCDOT and City of Charlotte civil construction projects. Blythe Construction Company: <i>Superintendent, February 1996-May 2006</i> Managed the field operations for Blythe Construction crews as well as subcontractors for multiple NCDOT and City of Charlotte civil construction projects.	
e.	Education: <i>N/A</i>	
f.	Active Registrations: <i>N/A</i>	
g.	Document the extent and depth of your experience and qualifications relevant to the Project. I-26 & Brevard Road Design-Build, Buncombe County, NCDOT Key Personnel Role: <i>Construction Manager</i> Current/Other Firm: <i>Current; Blythe Development Co.</i> Project/Assignment Duration: <i>Project June 2016-December 2020; Assigned June 2016-December 2020</i> Owner Contact Information: <i>NCDOT, Randy McKinney, rmckinney@ncdot.gov, 828.298.0080</i> Construction Value: <i>\$48 million</i> Project Description: This project includes three miles of interstate and interchange reconstruction of I-26 and Brevard Road in Asheville. This includes the staged demolition of the existing bridge over I-26 and construction of a new structure to accommodate the interchange reconstruction. Specific responsibilities included coordination with designers, scheduling, cost control, safety, quality, and constructability. Macy Grove Road Design-Build, Forsyth County, NCDOT Key Personnel Role: <i>Construction Superintendent</i> Current/Other Firm: <i>Current; Blythe Development Co.</i> Project/Assignment Duration: <i>Project 2012-2015; Assigned 2012-2015</i> Owner Contact Information: <i>NCDOT, Jeremy Guy, PE, jmguy@ncdot.gov, 336.747.7900</i> Construction Value: <i>\$39 million</i> Project Description: This project was the reconstruction and improvement of the interchange for Macy Grove Road and I-40 BUS in Kernersville, NC. The project included the demolition and construction of the bridge over I-40 BUS along with the construction of two other bridges, one of which was over the Norfolk Southern Railroad. Specific responsibilities included coordination with owners, designers, scheduling, cost control, safety, quality, and constructability. As Lead Superintendent responsible for day-to-day control of all BDC crews and subcontractors, Mike was a major reason this project was awarded the AGC Pinnacle Award.	

KEY INDIVIDUAL RESUME FORM

I-485 New Construction I-77 to Arrowood Road, Charlotte, NCDOT

Key Personnel Role: *Superintendent*

Current/Other Firm: *Other; Blythe Construction Company*

Project/Assignment Duration: *Project 1995-1996; Assigned 1995-1996*

Owner Contact Information: *NCDOT, Rick Baucom, PE, rbaucum@ncdot.gov, 704.983.4400*


Construction Value: *\$50 million*

Project Description: This project consisted of approximately four miles of new location construction of I-485, Charlotte's perimeter loop. The work entailed grading, drainage, bridges, concrete paving, and interchange construction.

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.

Mike is currently assigned to the I-26/Brevard Road Interchange D-B Project in Buncombe County, NC. He is serving as the Construction Manager as a direct report to John Herrin. This project will be completed in December 2020 and Mike will be available exclusively to the Carolina Crossroads Phase I – Colonial Life Boulevard Project. Mike will also be utilized during the pursuit and design phases of this Project to maximize constructability issues.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title:	Jerry Glen Whittington Jr, PE Transportation Senior Project Manager	
b. Role of Key Individual for this Project:	Independent Quality Manager	
c. Name of Firm with which you are now associated:	S&ME, Inc.	
d. Years of Experience: With this Firm <u>3</u> Years With Other Firms <u>30</u> Years	S&ME, Inc.: <i>Senior Transportation Project Manager, 2020</i> Management of major transportation projects with an emphasis in construction engineering inspection and construction management/contract administration for large projects. WithersRavenel: <i>Director of Construction Management, 2019-2020</i> Management of engineers and technicians for large transportation projects across NC and SC. NV5/Caylx Engineers: <i>CEI Area Manager, 2017-2019</i> Market CEI Services and manage CEI technicians on active contracts. S&ME, Inc.: <i>CEI Project Manager, 2012-2017</i> Management of major transportation projects with an emphasis in construction engineering inspection and construction management/contract administration for large projects.	
e. Education:	North Carolina State University / Raleigh, NC / B.S.C.E. / 1989 / Civil Engineering	
f. Active Registrations:	NC / PE / 021984	
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p>Western Wake Freeway Design-Build Project (R-2635A, B, C1, C2), Wake County, NCDOT / NCTA</p> <p>Key Personnel Role: <i>Quality Assurance / Roadway Project Engineer</i></p> <p>Current/Other Firm: <i>Other; Mulkey Engineering</i></p> <p>Project/Assignment Duration: <i>Project 2008-2012; Assigned 2008-2012</i></p> <p>Owner Contact Information: <i>NCDOT, Rodger Rochelle, PE, rdrochelle@ncdot.gov, 919.707.2900</i></p> <p>Construction Value <i>\$460 Million</i></p> <p>Project Description: Quality Assurance Roadway Project Engineer for a 12.5-mile, six-lane divided facility on new location with electronic tolling infrastructure. Responsible for direct oversight of all construction, including over 5 million cubic yards of excavation, storm drainage installation, embankments, signing, signals, subgrade, pavements (concrete and asphalt), ITS devices, Toll equipment, and infrastructure for NCDOT's largest project to date and NC's first all-electronic tolling system. Acting as the Owner's representative, managed a staff of 8-10 high-level technicians providing Quality Assurance sampling and testing for verification and validation of the contractors' test data for acceptance purposes.</p> <p>I-40 / 440 Reconstruction-Fortify Design-Build Project, (I-5311/I-5338), Raleigh, NCDOT</p> <p>Key Personnel Role: <i>Project Manager</i></p> <p>Current/Other Firm: <i>Current; S&ME, Inc.</i></p> <p>Project/Assignment Duration: <i>Project 2012-2017; Assigned 2012-2017</i></p> <p>Owner Contact Information: <i>NCDOT, Rodger Rochelle, PE, rdrochelle@ncdot.gov, 919.707.2900</i></p> <p>Construction Value <i>\$185 Million</i></p> <p>Project Description: Project Manager overseeing QC testing and sampling for one million tons of asphalt, concrete pavement recycling, and pavement reconstruction. Responsible for establishing and managing the on-site asphalt testing lab and Class 4 aggregate sampling and testing, as well as all aspects of S&ME's performance on the project including testing, reporting, Quality Assurance, and client relations. The project included full reconstruction of approximately 12 miles of deteriorating asphalt pavement along the Raleigh Southern Beltline, I-40/440.</p> <p>US 64 Knightdale Bypass, NCDOT</p> <p>Key Personnel Role: <i>Quality Control, CEI Project Manager</i></p> <p>Current/Other Firm: <i>Other; Mulkey Engineering</i></p> <p>Project/Assignment Duration: <i>Project 2002-2006; Assigned 2002-2006</i></p> <p>Owner Contact Information: <i>NCDOT, Wiley Jones, wwjones2@ncdot.gov, 919.707.2403</i></p> <p>Construction Value <i>\$175 Million</i></p>	

KEY INDIVIDUAL RESUME FORM

Project Description: Quality Control CEI Project Manager. The project consisted of 66 miles of new PCCP six-lane interstate freeway including 23 bridges and three box culverts, and 3 million cubic yards of material. Responsible for the direct oversight of the construction process, including materials sampling and testing, and inspection for conformance with the plans and specifications.

CEI On-Call Services – Statewide, NCDOT

Key Personnel Role: *Project Manager*

Current/Other Firm: *Current; S&ME, Inc.*

Project/Assignment Duration: *Project 2013-2015; Assigned 2013-2015*

Owner Contact Information: *NCDOT, Aaron Powell, PE, apowell@ncdot.gov, 828.891.5367*

Project Description: Project Manager for various CEI assignments statewide. Responsible for field technician QC, record keeping, quality audits, erosion control and permit compliance, and client relations. S&ME has successfully responded to multiple calls to provide qualified and certified engineers and technicians, including recent assignments where material sampling, testing, and oversight is routinely being conducted: D3, D4-Smithfield, D5-Raleigh, D6-Fayetteville, D10-Albemarle, D13-Asheville, and D14-Mills River.

I-85 Reconstruction, Vance & Warren Counties, NCDOT

Key Personnel Role: *Project Manager*

Current/Other Firm: *Current; S&ME, Inc.*

Project/Assignment Duration: *Project 2013-2015; Assigned 2013-2015*

Client Contact Information: *Volkert, Bill Moyers, Bill.Moyers@volkert.com, 919.827.5856*

Project Description: S&ME's Project Manager for CEI services on 20 miles on concrete pavement rehabilitation. Responsible for managing S&ME's construction inspection and materials sampling/testing services personnel, as well as erosion control inspection throughout the life of this five-year project.

R2303 A&B NC 24 Widening, Stedman, NCDOT

Key Personnel Role: *Project Manager*

Current/Other Firm: *Current; S&ME, Inc.*

Project/Assignment Duration: *Project 2013-2017; Assigned 2013-2017*

Owner Contact Information: *NCDOT, Ken Batchelor, kbatchelor@ncdot.gov, 910.592.6316,*

Project Description: Project Manager. S&ME provided construction engineering and inspection services for a 12-mile widening/relocation project east of Fayetteville, NC. Responsible for the management of technicians, QC, record keeping, quality audits, erosion control and permit compliance, and client relations. NCDOT converted 12 miles of NC 24 from a two-lane, two-way roadway to a four-lane divided facility. This project included widening existing sections of NC 24 in rural areas and constructing new sections of NC 24 on new location, bypassing the communities of Stedman and Autryville. The project includes dual structures crossing the South River and Big Swamp. Other improvements consisted of constructing a 200-foot long reinforced concrete box culvert.

I-140 Bypass, Wilmington, NCDOT

Key Personnel Role: *Project Manager*

Current/Other Firm: *Current; S&ME, Inc.*

Project/Assignment Duration: *Project 2013-2015; Assigned 2013-2015*

Client Contact Information: *HDR, Mike Robinson, Mike.Robinson@hrdinc.com, 919.522.4337*

Project Description: Project Manager. S&ME provided CEI services. Responsible for the management of technicians, QC, record keeping, quality audits, erosion control and permit compliance, and client relations.

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 Independent Quality Manager, Glen is committed for the project duration. He will have no other assigned duties, and is fully dedicated to the Carolina Crossroad Project.






APPENDIX B

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



WORK HISTORY AND QUALITY FORM – CONTRACTOR
Blythe Development Co.

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 A’s or B’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 A or B (in thousands)
Name: I-40 Bridge Reconstruction and Widening over Yadkin River Location: Forsyth & Davie Counties, NC	Name: Lead Contractor: Flatiron – Blythe Development Co., A Joint Venture Lead Designer: RK&K	Name of Owner: NCDOT Project Manager: Jordan Scott Phone: (336) 293-9610 Email: jscott@ncdot.gov	Professional Services: 07/2017 Construction: 05/2021	\$73,000	\$55,000
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>Blythe Development Co., from Charlotte, NC, was the contractor as a member of a fully integrated Joint Venture on this project that added travel lanes to a 3.3-mile stretch of I-40 in Forsyth and Davie Counties, a heavily travelled section of I-40. This project was to replace and widen the bridge crossing the Yadkin River. The facility was an existing four-lane divided route that was increased to six lanes with a median barrier wall. A new bridge and interchange improvement were also performed for the I-26 interchange. The scope of work included widening I-40 from four to six lanes with a median barrier wall, staged removal, and construction of a multi-span pre-cast concrete girder-concrete deck bridge over the Yadkin River, piling and drilled shaft foundations, removal and reconstruction of a two-span structural steel girder-concrete deck bridge over I-26 with MSE walls, construction of a pedestrian bridge over I-40 to replace existing failed structure, extension of a pedestrian box culvert, and noise wall design and construction. Several of the major challenges faced during construction included managing traffic throughout the project site daily, maintaining erosion control in areas with limited access points, and managing bridge construction schedule with inconsistent changes in river level.</p> <p><i>Key Individuals: Luther J. Blythe, Jr, Executive Committee (2017-2020); Travis E. Padgett, PE, Assistant Design-Build Manager (2017-2020)</i></p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The I-40 over the Yadkin River Project in Forsyth and Davie Counties has proven to be a logistical challenge dealing with the rapid changes in the river level and the effects it had on the bridge construction schedule. This project has been a success for both NCDOT and BDC. The project is scheduled to meet the revised completion date and currently has no warranty issues. The contract is being aggressively managed and executed allowing for a safely constructed high quality project that is being built on budget and completed without liquidated damages. There are currently no claims associated with this project. The project is scheduled for completion in May 2021, which includes the addition of 2,500+/- feet of widening to the center with the addition of median barrier wall.</p>					
if. Quality Initiatives. Discuss A’s or B’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>The project team created a process of quality management specific to the project. The team managed the phasing and traffic coordination to minimize impacts to both the schedule and traveling public. Our design reduced the number of traffic shifts from three to two allowing all involved stakeholders to receive benefits of an aggressively managed schedule. There are several NCDOT initiated change orders for this project as betterment and project scope additions with currently no claims against the Owner on this project.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
N/A					


WORK HISTORY AND QUALITY FORM – CONTRACTOR
Blythe Development Co.

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 A’s or B’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 A or B (in thousands)
Name: U-2800 Interchange with Macy Grove and I-40 Business Location: Forsyth County, NC	Name: Lead Contractor: Blythe Development Co. Lead Designer: RK&K	Name of Owner: NCDOT Project Manager: Jeremy Guy Phone: (336) 747-7950 Email: jmguy@ncdot.gov	Professional Services: 10/2015 Construction: 11/2015	\$38,438	\$21,525
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<div><p>This \$38.4 million design-build project consisted of widening and extending nearly one mile of Macy Grove Road to a multi-lane roadway and installing a new interchange with I-40 Business in Forsyth County. In addition to the new compressed diamond interchange at Macy Grove Road and I-40 Business, 1.8 miles of I-40 Business was widened and improved to more safely accommodate 55,000 vehicles per day. The scope of work performed by Blythe Development Co., from Charlotte, NC, as prime contractor included mass grading with borrow and on-site cut to fill, finegrading, stone base, storm drain and water/sewer utilities, structures, CIP retaining walls, and MOT management. The structure scope of work consisted of three bridges on Macy Grove Road, including replacing the existing bridge over I-40 Business, a new bridge over Norfolk Southern Railway, and a new structure over an existing secondary road. The existing bridge over I-40 Business was demolished by in-house crews after construction of the new bridge. Blythe Development Co. managed its own resources to work on three structures simultaneously, along with multiple grading and utility crews to maximize schedule opportunities.</p><p><i>Key Individuals: Luther J. Blythe, Jr, Design-Build Manager (2012-2015); Mike Parker, Construction Manager (2012-2015)</i></p></div> <div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
The Macy Grove Road Design-Build Project was an award-winning project that met the substantial completion date and had no warranty issues. The contract was aggressively executed by the Blythe Development Co. Design-Build Team allowing for a safely constructed, high-quality project that was built on budget and open to traffic on time. This well-planned and executed process resulted in the project receiving the AGC 2015 Pinnacle Award for Best Highway-Heavy Project.					
i. Quality Initiatives. Discuss A’s or B’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 project team developed and executed a project specific QMP to ensure overall construction quality. The team managed the phasing and material delivery by using a site adjacent to the project as the primary borrow source, allowing for a significant reduction of hauling and impacts on the traveling public. This process positively impacted the safety, quality, and schedule throughout the duration of the project. Site-specific traffic management plans were used to minimize impacts to the public while enabling safe construction in and over the heavily traveled section of I-40 Business. Blythe Development Co. worked closely with NCDOT management to employ detours and interstate closures to allow for girder erection and bridge demolition over the interstate.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
N/A					


WORK HISTORY AND QUALITY FORM – CONTRACTOR
Blythe Development Co.

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 A’s or B’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 A or B (in thousands)
Name: I-5504 I-26/Brevard Road Interchange Improvement & I-26 Widening Location: Buncombe County, NC	Name: Lead Contractor: Blythe Development Co. Lead Designer: RS&H	Name of Owner: NCDOT Project Manager: Jody Lawrence Phone: (828) 298-0080 Email: jrlawrence@ncdot.gov	Professional Services: 03/2020 Construction: 09/2020	\$58,000	\$40,000
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<div><div><p>This \$58 million project is designed to improve traffic flow and interchange efficiency for the I-26/Brevard Road Interchange. This is being done by widening the mainline of I-26 from four to six lanes and reconfiguring the interchange layout, including where the ramps tie in. The scope of work performed by Blythe Development Co. consists of mass grading with on-site cut to fill and borrow, drainage, walls, bridge, utility relocation, and right of way coordination. The existing Brevard Road Bridge is being reconstructed in phases to allow for the maintenance of traffic as required by the RFP. This work is extremely similar to the Carolina Crossroads Project because of the heavy traffic in the area due the project being adjacent to an interstate interchange, the Biltmore Estate, and the Asheville Outlet Mall, which creates considerable traffic on a daily basis. The team performing this project (PM- John Herrin, CM- Mike Parker) is the team listed to deliver the CCR Project.</p><p><i>Key Individuals: Luther J. Blythe, Jr, Design-Build Manager (2016-2020); John Herrin, Project Manager (2016-2020); Mike Parker, Construction Manager (2016-2020)</i></p></div><div><div><div><div>Buncombe County, NC, NCDOT C203754, I-5504 Design Build</div></div><div>Image # 72 Date 07/19/18</div></div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>Blythe Development Co. had to work around multiple high profile right of way parcels including the Biltmore Estate. Cooperation between all parties was critical and understanding the impacts to the local economy had to be considered.</p> <p>The schedule was affected, however, BDC revised maintenance of traffic and construction phasing to allow the project to continue smoothly.</p>					
i. Quality Initiatives. Discuss A’s or B’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>A QMP was initiated and followed for both the design and construction phases of the project to ensure that all aspects meet the standard specifications and the RFP for this design-build pursuit. Off-site borrow sources were selected to minimize the impact to local traffic. Constructability input from the construction team was integrated during the pursuit of the job and continued through the design phase to allow for maximum efficiency and minimize impacts to the traveling public. Coordination with NCDOT and local authorities was maximized during times of scopes such as girder erection to minimize impacts to traffic.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
N/A					

WORK HISTORY AND QUALITY FORM – CONTRACTOR
Blythe Development Co.

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 A’s or B’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 A or B (in thousands)
Name: SR 1783/Upward Road Widening from US 176 to SR 1006/Howard Gap Road Location: Henderson County, NC	Name: Lead Contractor: Blythe Development Co. Bid-Build	Name of Owner: NCDOT Project Manager: Aaron Powell Phone: (828) 698-1328 Email: apowell@ncdot.gov	Construction: 02/2014	\$25,000	\$17,000
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>Blythe Development Co., from Charlotte, NC, was the contractor on this project that added travel lanes to a 2.8-mile stretch of Upward Road, a major, busy travel corridor in Hendersonville, NC, in an effort to improve vehicular movement through this growing area near Asheville, NC. The facility was an existing two-lane route that was increased to four lanes with a divided median. A new bridge and interchange improvement was also performed for the I-26 interchange. The scope of work included widening of Upward Road from two lanes to four lanes with median, removal and reconstruction of a one-span structural steel girder-concrete deck bridge over a local creek, removal and reconstruction of a two-span structural steel girder-concrete deck bridge over I-26 with MSE walls, construction of a temporary bridge to maintain traffic flow over I-26 during bridge reconstruction, extension of a 7'x7' CIP box culvert, and multiple signalized intersections. Several of the major challenges faced during construction of this project included managing traffic throughout the project site on a daily basis, maintaining erosion control in areas with limited access points, and temporary and permanent bridge construction over I-26.</p> <p><i>Key Individuals: Luther J. Blythe, Jr, VP of Operations (2010-2014)</i></p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
The Upward Road bid-build project in Hendersonville, NC, was a success for both NCDOT and BDC. This project met the revised completion date and had no warranty issues. This contract was aggressively managed and executed by BDC, allowing for a safely constructed high-quality project that was built on budget and completed without liquidated damages. There were no claims associated with this project.					
i. Quality Initiatives. Discuss A’s or B’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 project team created a process of quality management specific to the project. The team managed the phasing and utility coordination to minimize impacts to both the schedule and traveling public. This process positively impacted safety, quality, and schedule throughout the duration of the project. The successful use of a temporary bridge and the quality new bridge construction over the interstate also contributed to the success of the project.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
N/A					

WORK HISTORY AND QUALITY FORM – CONTRACTOR
Blythe Development Co.

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 A’s or B’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 A or B (in thousands)												
Name: I-77 HOT Lanes Widening Project Location: Mecklenburg & Iredell Counties, NC	Name: Prime Subcontractor: Blythe Development Co. Lead Contractor: Ferrovial Agroman, S.A. & W.C. English Inc., Joint Venture	Name of Owner: NCDOT Project Manager: Nat Hunter Phone: (980) 262-6202 Email: ehunter@ncdot.gov	Construction: 12/2021	\$647,000 \$110,650 (subcontractor value)	\$110,650 (BDC value)												
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.																	
<div><p>Blythe Development Co., from Charlotte, NC, was the primary subcontractor to the lead contractor (Ferrovail Agroman, S.A. & W.C. English Inc., Joint Venture) on this project that added new general purpose and toll lanes to a 26-mile portion of I-77 through Mecklenburg and Iredell Counties, NC. The project was designed to improve traffic flow along the corridor of I-77 starting in downtown Charlotte and running north through the Lake Norman/Mooresville area. The project was funded by a Public-Private Partnership Contract, which was the first of its kind used on a highway project in NC. The scope of work performed by BDC consisted of the following:</p><ul style="list-style-type: none">• Roadway Contract: widening operations from I-277 through the Harris Boulevard intersection; erosion control, storm drainage, and earthwork operations through this section• Bridge Contract: staged removal and construction of two new multi-span bridges across I-77 with multi-span precast concrete girder-concrete deck bridges; new construcion of the I-277 fly-over bridge to I-77 southbound; widening of the I-77 southbound bridge over I-77 northbound and removal of an existing pedestrian bridge over I-77• Asphalt/Aggregate Contract: placement of all stone base for the entire 26-mile project, totaling 850,000 tons of aggregate base course; production and placement of over 800,000 tons of asphalt pavement on the project<p>Several of the major challenges faced during construction of this project included scheduling work in conjunction with the overall volume of traffic inside the I-77 corridor; limited access points and tight working areas increased the need for detailed haul operations to ensure the overall safety to the traveling public and other subcontractors; maintaining open communication with the general contractor was a weekly challenge to make sure the production and schedule were met; and working with the general contractor to coordinate bridge construcion schedules to help minimize the impact to the traveling public, yet still ensure enough time to bring the project to completion on time.</p><p><i>Key Individuals: Luther J. Blythe, Jr, VP of Operations (2016-2020)</i></p></div> <div></div> <div><p>h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</p><p>The I-77 Public-Private Mobility Project in Mecklenburg and Iredell Counties has given great insight and experience to BDC, concerning the design-build delivery method. Throughout the project, many revisions to RFC plans created logistical challenges to both the schedule and efficiency of the construction process. These challenges were ultimately overcome through experience and cooperation of BDC with the stakeholders involved. The efforts of BDC greatly improved the ability of the General Contractor to meet the goals set forth for this project. The overall project had a short duration for the amount of design and construction included in BDC’s scope of work, however, through management’s effort and the buy-in by our crews, we were able to meet the needs and requirements of the overall schedule. Another challenge included designing ideal access points to allow for the most effective haul routes due to tight working areas and high-volume traffic, which helped the overall project schedule.</p></div> <div><p>I. Quality Initiatives. Discuss A’s or B’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><p>BDC cooperated and coordinated with the lead contractor to follow the team’s process of quality management specific to the project. The team managed the phasing and traffic coordination to minimize impacts to both the schedule and traveling public. BDC’s efforts with the lead contracting team resulted in an overall reduction in phasing and traffic shifts required.</p></div> <tr><td colspan="6">j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.</td></tr> <tr><td colspan="6">N/A</td></tr>						j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.						N/A					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.																	
N/A																	

SCDOT




APPENDIX C

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

WORK HISTORY AND QUALITY FORM – DESIGNER
Parrish and Partners, LLC

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A’s or B’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 A or B (in thousands)
Name: I-85 Widening & Reconstruction, MM 78-98 (Phase I/II) Location: Cherokee County, SC	Name: Lead Contractor: Blythe/Zachry Joint Venture Lead Designer: Parrish and Partners, LLC	Name of Owner: SCDOT Project Manager: Brad Reynolds Phone: (803) 737-1440 Email: ReynoldsBS@scdot.org	Professional Services: 10/2017 Construction: 05/2021	\$436,000	\$25,000
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>Parrish & Partners, LLC is serving as the lead design engineering firm for the reconstruction and widening of 21 miles of I-85. As the Lead Engineering firm, Parrish & Partners is responsible for overall project management, roadway design, structure design, drainage and erosion control design, public involvement, railroad coordination, and environmental permitting support. The project will reconstruct the existing asphalt pavement to Portland Cement Concrete (PCC), increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. SCDOT intends to reconstruct the existing six lanes and auxiliary lanes from the pavement joint near MM 76 to MM 80, then widen I-85 from four to six lanes beginning at MM 80 in Spartanburg County and ending at the Broad River Bridge, 1.5 miles north of Exit 96 – Shelby Highway (SC 18) in Cherokee County. Along the 21-mile project area, interchanges at Exit 83 – Battleground Road (SC 110), Exit 87 – Green River Road (S-39), Exit 95 – Pleasant School Road (S-82), and Exit 96 – Shelby Highway (SC 18) will be fully reconstructed to bring into compliance with state and federal design requirements. The overpass bridges at CSX RR crossing and at Sunny Slope Drive (S-131) will be replaced to provide greater horizontal and vertical clearance to meet current design standards and allow for future expansion. The project will also increase safety by providing a concrete barrier wall between the interstate and 12 miles of parallel frontage roads. Other project improvements include new closed-system storm drainage networks, new overhead signing, and full coverage ITS networks. The D-B team’s proposed design exhibits a high level of commitment to minimize property and environmental impacts, and provides a safe environment for motorists during construction. Innovations simplify construction by utilizing the existing asphalt pavement to serve as the base for new PCC, reduce traffic impacts during construction by reducing the number of temporary cross-overs and nighttime lane closures, avoid additional property acquisitions through strategic horizontal and vertical alignment adjustments, and reduce utility conflicts, saving SCDOT significant time and relocation costs. <i>Design Office Locations: Columbia, SC, Charleston, SC, and Charlotte, NC / Key Individuals: Chad Rogers, PE, Lead Design Engineer (2016-2017); Kevin Ulmer, Roadway Engineer (2016-2017); Adam Parrish, PE, Structures Engineer 2016-2017; Don Alexander, PE, Sr. Water Resources Engineer 2018; Laura Stevens, AICP, Public Relations Lead/Environmental Permitting Support 2016-2021</i></p> 					
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
RFC plans for each section have been delivered to the contractor and construction is ongoing.					
i. Quality Initiatives. Discuss A’s or B’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.					
Parrish & Partners’ established a Design Quality Management Plan, which detailed the procedures and processes for the entire design team, set the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. The primary goal of the plan is to keep a large design team organized so that cost control, schedule management, and claim avoidances are achievable. The plan is also designed to keep the team fully engaged and working towards a common goal, so that innovations, largely associated with the D-B process, can be fully realized. Procurement and design schedules are often very short. This makes communication within the team critical to fully understanding the project, recognizing potential innovations, and implementing these innovative ideas within the requirements of the contract.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
For each question in Section 3.5.2, Parrish & Partners can answer “no” to each relevant question.					


WORK HISTORY AND QUALITY FORM – DESIGNER
Parrish and Partners, LLC

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A’s or B’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 A or B (in thousands)
Name: SC 85 Bridge Replacements over S-995 / NSRR & S-2 Location: Spartanburg County, SC	Name: Lead Designer: Parrish and Partners, LLC	Name of Owner: SCDOT Project Manager: Penny Phillips Phone: (864) 918-6002 Email: phillipssp@scdot.org	Professional Services: 12/2017 Construction: 03/2020	\$16,800	\$2,835
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<div><p>Parrish & Partners was selected as the lead designer for the SC 85 (former I-85 Business) Bridge Replacements project in Spartanburg County. The project will replace the existing SC 85 bridges over S-995 (Buffington Road) / Norfolk Southern Railroad and S-2 (Howard Street). In association with the bridge replacements, the project includes the reconstruction of just over one mile of SC 85 near the Hearon Circle interchange. The project is also located three miles west of the western termini of the I-85 Reconstruction and Widening Phase 1 & 2 D-B project. The SC 85 route connects with I-85 at the MM 77 interchange.</p><p>Parrish & Partners performed individual studies for three construction alternatives to replace the two bridges and reconstruct the segment of SC 85. The alternative analysis investigated staged construction options, the use of off-alignment temporary bridges, and full close and detour of the SC 85 route during construction.</p><p>With the SC 85 route formerly being designated as I-85 Business, each end of the route joins the I-85 interstate with functioning system interchanges. With this functionality, the full traffic study performed for alternatives analysis resulted in the over 30,000 vehicles per day traffic to be detoured to the adjacent I-85 alignment, allowing the bridges to be constructed in a shorter time frame and on the existing SC 85 alignment. The proximity of these bridges to the Hearon Circle interchange to the northeast, the New Cut Road interchange to the southwest, and the adjacent commercial buildings to the north and south, added tremendous constraints and complexity to the design effort. In addition, one bridge crosses active railroad tracks, which resulted in frequent coordination efforts with Norfolk Southern Railroad. As the lead designer, Parrish & Partners oversaw the entire scope of services for SCDOT, including field surveys, subsurface utility engineering, pipe inspections, utility coordination, NEPA documentation, public involvement tasks, railroad coordination, traffic studies, roadway design, structure design, hydraulic design, and construction support.</p><p><i>Design Office Location: Columbia, SC / Key Individuals: Chad Rogers, PE, Roadway Design 2015-2017; Kevin Ulmer, PE, Lead Roadway Engineer 2015-2017; Adam Parrish, PE, Bridge Engineer 2015-2017; Laura Stevens, AICP, Sr. Environmental Planner 2015-2017</i></p></div> <div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
The project design was completed on time and within budget. There were no delays, claims, dispute proceedings, litigation, or arbitration associated with the project. Members of Parrish & Partners developed a detailed process to help assure project schedules were maintained and/or expedited. Communication and coordination with all design leads and subconsultants was established to monitor schedule progress, quality control, and contract compliance.					
i. Quality Initiatives. Discuss A’s or B’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.					
Parrish & Partners incorporates a Design Quality Management Plan into every project which details the procedures and processes for the design team. The plan sets the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. This process has been used and adjusted by lessons learned for numerous design projects. SCDOT performs a bi-yearly consultant evaluation for bid-build projects. This project has twice received the highest possible bi-yearly performance evaluation (500) from SCDOT.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
For each question in Section 3.5.2, Parrish & Partners can answer “no” to each relevant question.					


WORK HISTORY AND QUALITY FORM – DESIGNER
Parrish and Partners, LLC (STAFF)

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 A’s or B’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 A or B (in thousands)
Name: I-540 Western Wake Freeway Design-Build Location: Wake County, NC	Name: Lead Contractor: Archer Western/Granite Construction JV	Name of Owner: NCDOT/NCTA Project Manager: Rodger Rochelle, PE Phone: (919) 707-2900 Email: rdrochelle@ncdot.gov	Professional Services: 12/2011 Construction: 08/2012	\$446,000	\$20,000 Design Fee
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>This greenfield project consisted of a new toll road that spans 12.6 miles in Wake County. The project was part of the North Carolina Turnpike Authority’s Triangle Expressway, which is one of the first US toll roads to use only electronic toll collection. The Western Wake Freeway extends from NC 540 in Wake County to the NC 55 Bypass in Holly Springs. The Triangle Expressway project was the largest infrastructure project in the state of North Carolina’s history, with the Western Wake Freeway encompassing nearly two-thirds of the project.</p> <p>The project included design and construction of a 12-mile freeway facility with full depth concrete pavement, with asphalt base and cement/lime treated soil stabilization. The project included six new interchanges, construction of 32 bridges including a new CSX RR bridge over the freeway, multiple culverts, extensive drainage network, erosion control, marking and signing, traffic management plans, ITS, open-road tolling facilities, lighting, utility design, utility coordination, right of way acquisition services, railroad coordination, aesthetic treatment to bridges, multiple retaining walls, sound walls, and environmental permitting.</p> <p><i>Design Office Location: Charlotte, NC, and Columbia, SC / Key Individuals: (individual experience while with another firm) Chad Rogers, PE, Lead Roadway Engineer 2008-2012; Adam Parrish, PE, Bridge Engineer 2008-2012</i></p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The project design was completed on time and within budget. Extensive coordination between design disciplines regarding utility relocations and right of way acquisition was needed to coincide with available Release for Construction plans. Weekly task force meetings were conducted to promote communication and coordination between team members. This consistent level of interaction is critical to organizing a large design team and to minimize errors which could cause delays, claims, and potential disputes involving contract litigations.</p>					
i. Quality Initiatives. Discuss A’s or B’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>Members of Parrish & Partners established a Design Quality Management Plan which detailed the procedures and processes for the entire design team. The plan set the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. This process has been used and adjusted by lessons learned for numerous design projects. The primary goal of the plan is to keep a large design team organized so that cost control, schedule management, and claim avoidances are achievable. The plan is also designed to keep the team fully engaged and working towards a common goal, so that innovations, largely associated with the D-B process, can be fully realized. Procurement and design schedules are often very short. This makes communication within the team critical to fully understanding the project, recognizing potential innovations, and implementing these innovative ideas within the requirements of the contract.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
For each question in Section 3.5.2, Parrish & Partners can answer “no” to each relevant question.					

WORK HISTORY AND QUALITY FORM – DESIGNER
Parrish and Partners, LLC (STAFF)

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 A’s or B’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 A or B (in thousands)
Name: I-40/440 Reconstruction Project – Fortify, Design-Build Location: Raleigh, NC	Name: Lead Contractor: Granite Construction Company	Name of Owner: NCDOT Project Manager: Rodger Rochelle, PE Phone: (919) 707-2900 Email: rdrochelle@ncdot.gov	Professional Services: 12/2014 Construction: 08/2017	\$185,000	\$9,800
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<div><div><p>The project included full reconstruction of approximately 12 miles of deteriorating pavement (Alkali Silica Reaction) along the Raleigh Southern Beltline, I-40/440, while maintaining three travel lanes along I-40 for the duration of construction. To maintain the number of travel lanes, extensive temporary widening was required, including the widening of ten existing interstate bridges and temporary reconfiguration of two heavily congested interchanges. Bridge widening was performed to accommodate future build-out conditions and save on future widening costs. The project was under an extremely fast schedule and required a strict design QA/QC Plan, along with close coordination with NCDOT design and construction units to achieve timely RFC approvals. Additional project scope included a complete roadway drainage system upgrade, reconstruction of six interchanges, new interstate signing, new pavement markings, latex-modified concrete overlay performed on 14 bridge decks, environmental permitting, utility coordination, railroad coordination (NCRR and NSRR), ITS modifications, and signalization. The D-B Team was also responsible for the traffic analysis and Interchange Modification Report for a potential Diverging Diamond Interchange at the South Saunders Street interchange.</p><p><i>Design Office Locations: Charlotte, NC; Raleigh, NC; Richmond, VA; Atlanta, GA; Chicago, IL / Key Individual: (individual experience while with another firm) Chad Rogers, PE, Lead Design Engineer 2012-2014</i></p></div><div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The project design was completed on time and within budget. Dispute proceedings occurred between Granite Construction and the prime engineering firm regarding the concrete median barrier type. The dispute was handled internally between the contractor and prime engineer and did not involve NCDOT. To our knowledge, NCDOT was not aware of any contract dispute proceedings. The dispute provided a lessons learned opportunity to all team members involved and helped enhance the overall D-B approach for future projects. The working relationship of the team continues to be strong, and many of these individuals partner on D-B projects today.</p>					
i. Quality Initiatives. Discuss A’s or B’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>Members of Parrish & Partners established a Design Quality Management Plan which detailed the procedures and processes for the entire design team. The plan set the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. This process has been used and adjusted through lessons learned on numerous design projects. The primary goal of the plan is to keep a large design team organized so that cost control, schedule management, and claim avoidances are achievable. The plan is also designed to keep the team fully engaged and working towards a common goal, so that innovations, largely associated with the D-B process, can be fully realized. Procurement and design schedules are often very short. This makes communication within the team critical to fully understanding the project, recognizing potential innovations, and implementing these innovative ideas within the requirements of the contract.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
<p>(5) The final disposition of any claims filed for errors or omissions on the Lead Designer. Claim filed by contractor against the prime engineer was settled as a 60-40 split for the contractor. Award amount is unknown. This claim was not filed against Parrish & Partners; the claim is being disclosed since the project is being listed as a Work History project and includes a member of the lead design firm for the proposed Project.</p> <p>(6) Any legal proceedings filed against the Lead Contractor by the Lead Designer or vice versa on a design-build contract. Dispute proceedings, as defined in the Contractor/Prime Engineer contract, were filed against the prime engineering firm by the Contractor.</p>					

WORK HISTORY AND QUALITY FORM – DESIGNER
SEPI Engineering & Construction, Inc.

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 A’s or B’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 A or B (in thousands)
Name: R-2247 EC & CD Location: Winston-Salem, NC	Name: Lead Designer: KCI Technologies	Name of Owner: NCDOT Project Manager: Michael Shumsky, PE Phone: (919) 707-6627 Email: mshumsky@ncdot.gov	Professional Services: 11/2016 Construction: 4/2020	\$43,900	\$634
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>SEPI teamed with KCI and Blythe Construction to provide congestion management, signals, signing and delineation, and traffic control services for this design-build project. The project modifies two interchanges: US 421/SR 1891 (Peace Haven Road) interchange (R-2247 CD); and US 52 (Future I-74)/NC 64 (Bethania – Rural Hall Road) interchange (R-2247 EC). The project modifications include a realigned bridge replacement and a staged constructed bridge along the Winston-Salem Northern Beltway.</p> <p>SEPI was responsible for the design of Transportation Management Plans, signals and ITS, signing and pavement marking, congestion management, and noise study. These interchange modifications required extensive phasing in order to maintain traffic through during construction. Key traffic control design elements included temporary shoring, positive protection, temporary traffic shifts, and temporary signals. SEPI provided capacity analysis for Alternative Technical Concepts including evaluations of freeway, ramp merge, diverge, and intersection operations using HSC 2010 and analysis software.</p> <p><i>Design Office Location: Raleigh, NC and Charlotte, NC / SEPI was a sub-consultant to KCI Technologies</i></p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>R-2247 EC & CD has been a challenging project. About 60% through the design of this project, SEPI’s Senior Engineer passed away. The maintenance of traffic, pavement marking, and signing plans were able to be completed on time under the direction of Steve Miller and Ben Crawford. The signal and signal communication plans required a different approach. SEPI, at the time, did not have the additional staff to complete the scope in the time required; therefore, we hired an outside firm to complete the signal design. Thes firm was approved by our Prime Designer, the Contractor, and the Owner, and was compensated without a request for additional fee. This challenge illustrates our commitment to completing the job on time and on budget. Furthermore, we have supported the contractor through construction and provided several additional maintenance of traffic plans and temporary signals to ensure challenges faced in construction were mitigated from a schedule perspective.</p>					
i. Quality Initiatives. Discuss A’s or B’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>The Design-Build Team instituted a project-specific quality control plan for this project. This plan included specific requirements for design and plan review, and schedule management and documentation. Additionally, the team held weekly meetings during the design stage to ensure clear and timely communication. A detailed design schedule was developed to ensure the timelines were reasonable and able to be tracked.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
<p>For each question in Section 3.5.2, SEPI can answer “no” to each relevant question.</p>					

SCDOT



APPENDIX D

Legal and Financial



CAMERON M. HARRIS™
& COMPANY

USI Insurance Services
6100 Fairview Road, Suite 800
Charlotte, NC 28210
www.usi.com
Tel: 704.364.1233

May 1, 2020

Mr. Nick Pizzuti
SC DOT Point of Contact
Office of Professional Services Contracting
955 Park Street, Room 128
Columbia, SC 29201

RE: Our Client: Blythe Development Company
Project: Carolina Cross Roads Phase 1 – Colonial Life Boulevard; Design-Build ID P039718
Estimated Cost: \$140,000,000,000.

Dear Sir:

It is our pleasure to comment on the bonding qualifications of Blythe Development Company. Through their current surety, Liberty Mutual Insurance Company, we have handled the contract Performance and Payment bond requirements on behalf of the above firm since 2004. Their current bonding limits are \$140,000,000 single job / \$475,000,000 aggregate work program.

We consider Blythe Development Company to be one of the more outstanding contractors in this area and we recommend them highly. Blythe Development Company is well managed, capably staffed and sufficiently financed to process the work they are bidding.

It is our understanding that the above referenced project has an estimated value of approximately \$140,000,000.00. Liberty Mutual Insurance Company would be most willing to provide the Performance and Payment Bond, in the event they are awarded the contract and enter into a contract satisfactory to all parties.

As surety for Blythe Development Company, Liberty Mutual Insurance Company, with an A.M. Best Financial Strength Rating of "A" (Excellent) and a Financial Size Category of XI (\$2 Billion or greater), is capable of obtaining 100% Performance Bond and 100% Labor and Materials Payment Bond in the amount of the anticipated cost of construction, and said bonds will cover the Project and any warranty periods as provided for in the Contract Documents on behalf of the Contractor, in the event that such firm is the successful bidder and enter into a Contract for this project.

Please note that the decision to issue Performance and Payment bonds is a matter between Blythe Development Company and Liberty Mutual Insurance Company and will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents, bond forms and financing. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

Sincerely,

LIBERTY MUTUAL INSURANCE COMPANY


Angela D. Ramsey, Attorney-in-Fact



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

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

Certificate No: 8202325-969489

POWER OF ATTORNEY

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

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 10th day of October, 2019.

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



By: David M. Carey

David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

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

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



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

By: Teresa Pastella

Teresa Pastella, Notary Public

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

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

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

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

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

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

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

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company do hereby certify that this power of attorney executed by said Companies is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 1st day of May, 2020.



By: Renee C. Llewellyn

Renee C. Llewellyn, Assistant Secretary

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

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

SCDOT



APPENDIX E

Organizational Conflict of Interest

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

 X Determined that no potential organizational conflict of interest exists.

 Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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


Signature

May 1, 2020

Date

Luther J. Blythe, Jr
Print Name

Blythe Development Co
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

SCDOT



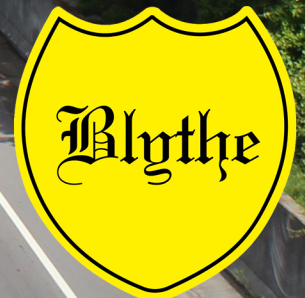
APPENDIX F

Confidential or Proprietary Information

APPENDIX F – CONFIDENTIAL OR PROPRIETARY INFORMATION SUMMARY LIST

The BDC/P&P Team does not consider any information within this SOQ to be confidential or proprietary.

SCDOT



APPENDIX G

Addendum Receipt Form(s)



South Carolina
Department of Transportation

NOTICE OF RECEIPT

Carolina Crossroads Phase 1 – Colonial Life Blvd.
Design-Build – Project ID P039718
Richland and Lexington Counties

Addendum 1

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

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

Confirmation Statement:

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


PROPOSER's Signature

May 1, 2020

Date

Luther J. Blythe, Jr

Printed Name

For: Blythe Development Co

Design-Build Team Name





South Carolina
Department of Transportation

NOTICE OF RECEIPT

Carolina Crossroads Phase 1 – Colonial Life Blvd.
Design-Build – Project ID P039718
Richland and Lexington Counties

Addendum 2

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

May 1, 2020

Date

Luther J. Blythe, Jr

Printed Name

For: Blythe Development Co

Design-Build Team Name



SCDOT



APPENDIX H

Key Individual and Contractor/Designer
Reference Forms

Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
jrlawrence@ncdot.gov	Jody	Lawrence	John Herrin	I-26 & Brevard Road Design-Build, Buncombe County, NCDOT	Project Manager	Blythe Development Co. / RS&H
rmckinney@ncdot.gov	Randy	McKinney	John Herrin	I-40 Widening & US 19/23 Interchange (I-4400), Buncombe County, NCDOT	Project Manager	Taylor & Murphy Construction Company (Individual Experience)
bcskeens@ncdot.gov	Bryan	Skeens	John Herrin	I-40 Widening & Rehabilitation MM 90-MM 94, McDowell County, NCDOT	Project Manager	Taylor & Murphy Construction Company (Individual Experience)
mcreaseysmith@greenvillesc.gov	Marlie	Creasey-Smith	John Herrin	City of Greenville, Parks and Recreation, Construction of the Liberty Bridge	Project Manager	Taylor & Murphy Construction Company (Individual Experience)
rmckinney@ncdot.gov	Randy	McKinney	John Herrin	US 25 Bridge Replacement over Swannanoa River, Buncombe County, NCDOT	Project Manager	Taylor & Murphy Construction Company (Individual Experience)
ReynoldsBS@scdot.org	Brad	Reynolds	Chad Rogers	I-85 Reconstruction and Widening, MM 77-98, P027114, Spartanburg/Cherokee Counties, SCDOT	Lead Design Engineer	Blythe/Zachry JV / Parrish and Partners, LLC
rdrchelle@ncdot.gov	Rodger	Rochelle	Chad Rogers	I-40/440 Reconstruction-Fortify Design-Build Project, (I-5311/I-5338), Raleigh, NCDOT	Lead Design Engineer	Granite Construction Co. (P&P Individual Experience)
rdrchelle@ncdot.gov	Rodger	Rochelle	Chad Rogers	Western Wake Freeway Design-Build Project (R-2635A, B, C1, C2), Wake County, NCDOT / NCTA	Lead Roadway Engineer	Archer Western/Granite Construction Co. JV (P&P Individual Experience)
rdrchelle@ncdot.gov	Rodger	Rochelle	Chad Rogers	I-85 Widening over Yadkin River Design-Build (I-2304AC), Rowan/Davidson Counties, NCDOT	Lead Roadway Engineer / Assistant Design Manager	The LPA Group (Individual Experience)
sallen@ncdot.gov	Scott	Allen	Chad Rogers	I-85 Widening Design-Build Project (I-3803A), Mecklenburg/Cabarrus Counties, NCDOT	Roadway & Hydraulics Engineer	The LPA Group (Individual Experience)
ReynoldsBS@scdot.org	Brad	Reynolds	Chad Rogers	I-85 Widening, Phase III, P027116 Design-Build Pursuit, Cherokee County, SCDOT	Lead Design Engineer (Pursuit)	Parrish and Partners, LLC
ParrisSL@scdot.org	Shane	Parris	Mark Price	I-85 Reconstruction and Widening, MM 77-98, P027114, Spartanburg/Cherokee Counties, SCDOT	Utility Relocation Project Manager	Blythe/Zachry JV / Parrish and Partners, LLC / Utility Coordination Consultants, LLC
Bddavis@ncdot.gov	Brian	Davis	Mark Price	I-485 (Charlotte Outer Loop) Express Lanes I-5507 / R-0211EC / U-4714AB, NCDOT	Utility Relocation Project Manager	Utility Coordination Consultants, LLC
rdrogers4@ncdot.gov	Randy	Rogers	Mark Price	Future I-295 – Fayetteville Outer Loop from I-95 to South of SR 1003 (Camden Road) U-5713, R-5777A, R-577B, NCDOT	Utility Relocation Project Manager	Utility Coordination Consultants, LLC
tdlapham@ncdot.gov	Todd	Lapham	Mark Price	Peace Haven Road and US 52 / NC 65 Interchange R-2247CD-EC, NCDOT	Utility Relocation Project Manager	Utility Coordination Consultants, LLC
tdlapham@ncdot.gov	Todd	Lapham	Mark Price	I-85 Widening from north of 73 (Exit 55) to north of Lane Street (Exit 3), I-3802A, NCDOT	Utility Relocation Project Manager	Utility Coordination Consultants, LLC
tdlapham@ncdot.gov	Todd	Lapham	Mark Price	I-485 Outer Loop New Alignment, R-2248E, NCDOT	Utility Relocation Project Manager	Utility Coordination Consultants, LLC
jrlawrence@ncdot.gov	Jody	Lawrence	Mike Parker	I-26 & Brevard Road Design-Build, Buncombe County, NCDOT	Construction Manager	Blythe Development Co.
jmguy@ncdot.gov	Jeremy	Guy	Mike Parker	Macy Grove Road Design-Build, Forsyth County, NCDOT	Construction Superintendent	Blythe Development Co.
rbaucum@ncdot.gov	Rick	Baucom	Mike Parker	I-485 New Construction I-77 to Arrowood Road, Charlotte, NCDOT	Superintendent	Blythe Construction Company
rdrogers4@ncdot.gov	Randy	Rogers	Glen Whittington	Western Wake Freeway Design-Build Project (R-2635A, B, C1, C2), Wake County, NCDOT / NCTA	Quality Assurance / Roadway Project Engineer	Archer Western/Granite Construction Co. JV / Mulkey Engineering (Individual Experience)
rdrchelle@ncdot.gov	Rodger	Rochelle	Glen Whittington	I-40/440 Reconstruction-Fortify Design-Build Project, (I-5311/I-5338), Raleigh, NCDOT	Project Manager	Granite Construction Co. / S&ME, Inc.
wwjones1@ncdot.gov	Wiley	Jones	Glen Whittington	US 64 Knightdale Bypass, NCDOT	Quality Control, CEI Project Manager	Mulkey Engineering
apowell@ncdot.gov	Aaron	Powell	Glen Whittington	CEI On-Call Services – Statewide, NCDOT	Project Manager	NCDOT / S&ME, Inc.
Bill.Moyers@volkert.com	Bill	Moyers	Glen Whittington	I-85 Reconstruction, Vance/Warren Counties, NCDOT	Project Manager	S.T. Wooten Corp / Volkert / S&ME, Inc.



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
kbatchelor@ncdot.gov	Ken	Batchelor	Glen Whittington	R2303 A&B NC 24 Widening, Stedman, NCDOT	Project Manager	Barnhill Construction / S&ME, Inc. / RS&H
Mike.Robinson@hrdinc.com	Mike	Robinson	Glen Whittington	I-140 Bypass, Wilmington, NCDOT	Project Manager	Balfour Beatty / HDR / S&ME, Inc.



Email	First Name	Last Name	Company Name	Project Name	Team
jscott@ncdot.gov	Jordan	Scott	NCDOT	I-40 Bridge Reconstruction and Widening over Yadkin River	Flatiron - Blythe Development Co. JV / HDR, Inc.
jmguy@ncdot.gov	Jeremy	Guy	NCDOT	U-2800 Interchange with Macy Grove and I-40 Business	Blythe Development Co. / RK&K
jrlawrence@ncdot.gov	Jody	Lawrence	NCDOT	I-5504 I-26/Brevard Road Interchange Improvement & I-26 Widening	Blythe Development Co. / RS&H
reynoldsbs@scdot.org	Brad	Reynolds	SCDOT	I-85 Widening & Reconstruction, MM 78-98 (Phase I/II)	Blythe/Zachry JV / Parrish and Partners, LLC
phillipssp@scdot.org	Penny	Phillips	SCDOT	SC 85 Bridge Replacements over S-995/NSRR & S-2	Parrish and Partners, LLC
rdrochelle@ncdot.gov	Rodger	Rochelle	NCDOT/NCTA	I-540 Western Wake Freeway Design-Build	Archer Western/Granite Construction Co. JV (P&P Individual Experience)
rdrochelle@ncdot.gov	Rodger	Rochelle	NCDOT	I-40/440 Reconstruction Project - Forify Design-Build	Granite Construction Co. (P&P Individual Experience)
mshumsky@ncdot.gov	Michael	Shumsky	NCDOT	R-2247 EC & CD	SEPI Engineering & Construction, Inc. / KCI Technologies
reynoldsbs@scdot.org	Brad	Reynolds	SCDOT	I-85 Widening Phase III - Pursuit	Blythe/Zachry JV / Parrish and Partners, LLC
hoodml@scdot.org	Michael	Hood	SCDOT	Emergency Bridge Replacement Package 3	Crowder Construction / Parrish & Partners
hfyung@ncdot.gov	Hon	Yeung	NCDOT	Fire Tower Road & Portertown Road Widening	Parrish and Partners, LLC
dwell@ncdot.gov	Doug	Eller	NCDOT	Division 11 Express Design Build	Blythe Development Co / Timmons Group
jdarruda@ncdot.gov	Jeff	D'Arruda	NCDOT	R-2632AA NC 73	Blythe Development Co / PB Americas

