

STATEMENT OF QUALIFICATIONS

I-20 OVER WATEREE RIVER BRIDGE REPLACEMENT AND SWAMP OVERFLOW BRIDGE REHABILITATIONS DESIGN-BUILD

SUBMITTED TO



CONTRACT ID 2847360 | JUNE 9, 2022



SUBMITTED BY

Balfour Beatty

Michael Baker
INTERNATIONAL

3.2 INTRODUCTION

Balfour Beatty Infrastructure, Inc. (Balfour Beatty/BBII) and Michael Baker International, Inc. (Michael Baker/MBI) have been building and designing high quality transportation projects since 1909 and 1940 respectively. More recently in 2009, our organizations began partnering together to deliver quality projects as a collaborative design and construction team. Our integrated team brings proven experience on recent design-build projects; local resources and execution capabilities; and a depth of knowledge of SCDOT design and construction requirements. We bring a proven partnering approach, validated procedures, and aligned cultures from our 10+ year history of delivering projects together.

3.2.1 CONTRACTING ENTITY/PROJECT MANAGEMENT OFFICE

Entity Type	Entity Name	Address	
Corporation	Balfour Beatty Infrastructure, Inc.	3314 Jaeckle Drive Wilmington, NC 28403	
Contact Name	Phone	Email	Office Location
Keith Nixon	910-452-1145	knixon@balfourbeattyus.com	Wilmington, NC

3.2.2 PROCUREMENT POINTS OF CONTACT

Name	Address	Phone	Email
Keith Nixon	3314 Jaeckle Drive Wilmington, NC 28403	910-452-1145	knixon@balfourbeattyus.com
Reneé Tison, PE	700 Huger Street Columbia, SC 29201	803-231-3948	rtison@mbakerintl.com

3.2.3 LEAD CONTRACTOR/LEAD DESIGNER

Lead Contractor	Lead Designer
Balfour Beatty Infrastructure, Inc.	Michael Baker International, Inc.

3.2.4 D-U-N-S NUMBER FOR ALL FIRMS

Firm	D-U-N-S Number
Balfour Beatty Infrastructure, Inc.	78-305-9078
Michael Baker International, Inc.	07-917-1269
Dewberry Engineers, Inc.	07-870-6292
Insight Group, LLC	02-916-3178
IPW Construction Group, LLC (DBE)	07-876-3453
Robbins and DeWitt, LLC (DBE)	11-857-2839

3.2.5 COMMITMENT OF KEY INDIVIDUALS

All key individuals identified are fully committed to the project, per requirements of the RFQ, meeting SCDOT's quality and schedule expectations, and will remain available for the duration of the project.

3.3 TEAM STRUCTURE AND PROJECT EXECUTION

3.3.1 ORGANIZATIONAL CHART, TEAM STRUCTURE, AND TEAM INTEGRATION

ORGANIZATIONAL CHART: The organizational chart presented below shows the flow of our “chain of command” with identifying lines to show responsibility for major functions and reporting relationships in managing, design, and constructing the Wateree Bridges.

LEGEND

Balfour Beatty Infrastructure, Inc. (Balfour Beatty/BBII)

Michael Baker International, Inc. (Michael Baker/MBI)

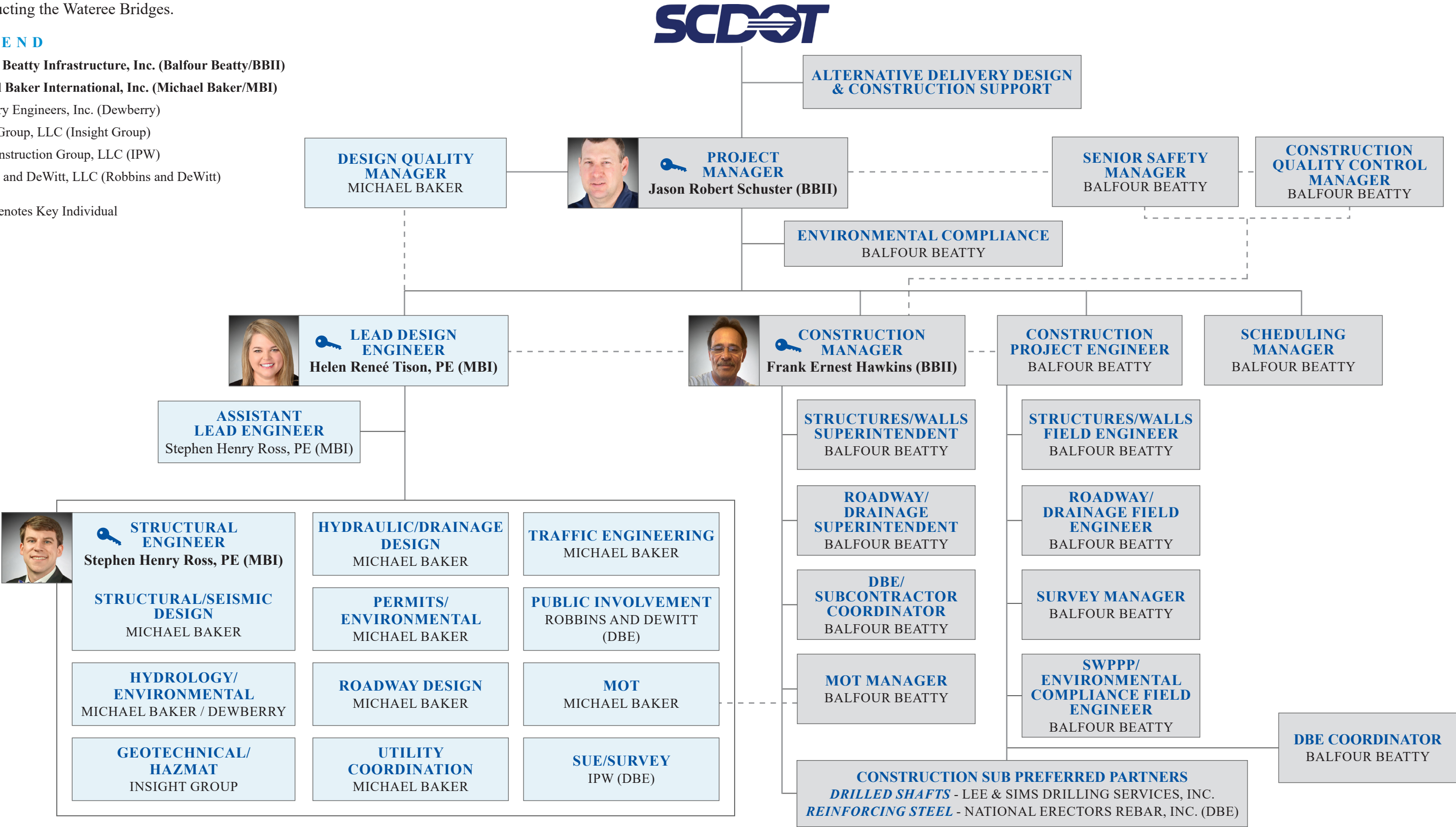
Dewberry Engineers, Inc. (Dewberry)

Insight Group, LLC (Insight Group)

IPW Construction Group, LLC (IPW)

Robbins and DeWitt, LLC (Robbins and DeWitt)

 denotes Key Individual







TEAM STRUCTURE/INTEGRATION: Our structure enables effective teamwork along with clear lines of authority and responsibility, with open channels of communication for all key team members. It further leverages knowledge and experience gained from similar DB projects with SCDOT and throughout the US. **Balfour Beatty** will serve as the sole contracting entity with SCDOT. **Michael Baker** will serve as Lead Designer under direct contract to Balfour Beatty.





The Balfour Beatty team features “alternative delivery design and construction support” leadership supporting the team through the entirety of design and construction. **Project Manager Jason Schuster** can rely on guidance and experience from two specialized operations managers, Keith Nixon and Jay Boyd, with more than 20 years of experience working together, with SCDOT, and with Jason. **This leadership mirrors the SCDOT organizational structure.**

These key individuals will function as an integrated team by taking advantage of local access to resources; drawing on established, local relationships; instituting new technologies and innovative resources; and incorporating proven best practices and procedures acquired from many years of organizational collaboration.

Together, Balfour Beatty and Michael Baker have four offices located in South Carolina, including Columbia, North Charleston (2), and Greenville. Reneé and Stephen will be based out of the Columbia office during the pre-construction phase and will be able to quickly join Jason and Frank on-site as needed, as they begin project activities and transition from their current regional assignments.

Key Individual	Role
 PROJECT MANAGER Jason Schuster - Balfour Beatty	Singular responsibility for leading all project personnel. A team of direct reports will assist Jason in managing respective functions of the project, including design, construction, safety, and project administration.
 LEAD DESIGN ENGINEER Reneé Tison, PE - Michael Baker	Lead the design and coordinate the work of all design functions.
 STRUCTURAL ENGINEER Stephen Ross, PE - Michael Baker	Lead structural engineer and deputy lead design engineer responsible for all structural design and managing daily design-related activities.
 CONSTRUCTION MANAGER Frank Hawkins - Balfour Beatty	Manage and coordinate all field personnel and daily construction operations.
Team Member	Role

Our team has been structured to capitalize on the strengths of each firm, including the subconsultants listed below. These subconsultants will all be under direct contract with Michael Baker.

 Dewberry	Hydrology and Environmental
 INSIGHT GROUP	Geotechnical and Hazardous Materials
	Subsurface Utility Engineering (SUE)/Survey
 ROBBINS & DEWITT	Public Involvement

PREVIOUS TEAMING SUCCESS

Project Name, Location, Years	Team Role(s)	Reference (included in <i>Appendix H</i>)
Jacksonville Regional Transportation Center, Jacksonville, FL (2016-2021)	BBII: CM at risk services MBI: Design services	Victor Gilpin vgilpin@jtafla.com 904-632-5279
Louisiana Watershed Initiative Region 6 TO 2, LA (2021-2023)	MBI: HUC-8 modeling, stakeholder engagement, data collection/analysis Dewberry: Independent QA/QC	Jie Gu Jie.Gu2@la.gov 225-379-1483
I-85 Widening Design-Build, Cherokee Co, SC (2017-2022)	MBI: Road/bridge/drainage design; env permitting; ROW acquisition; utility coordination IPW: Field survey & SUE	Bradley Reynolds, PE reynoldsbs@scdot.org 803-737-1440
US 17 (ACE Basin) Improvements, Colleton Co, SC (2010-2015)	MBI: Lead design Matt Silveston (now with Insight): Geotechnical	Robbie Isgett, PE isgett@scdot.org 803-737-1308
I-26 Corridor Project (Widening of I-26, S-275 Interchange, and S-16 Interchange), Berkeley Co, SC (2010-2022)	MBI: Lead design Hart Weatherford (now with IPW): Survey Heather Robbins (now with Robbins & DeWitt): Environmental planning	Frank Carson fcarson@berkeleycountysc.gov 843-719-4179

3.3.2 CRITICAL RISKS

Understanding project risks and providing strategies to effectively mitigate them, while maximizing opportunity, is vital to project success. Our team members are highly adept in developing and executing plans to identify, prioritize, and manage risk. We will apply our collective DB expertise to ensure these risk items are effectively mitigated to successfully deliver this important project on time, with zero claims and contract modifications, and special focus on quality and safety.



Balfour Beatty uses IRIS, a specialized risk management software dedicated to the early identification and management of risk.

SCDOT INVOLVEMENT: We expect SCDOT to be actively involved in the coordination, assessment, analysis, review, and mitigation of risk. We anticipate this will include fair, realistic, and timely design and submittal reviews, collaboration with the project team in periodic coordination meetings, and stakeholder support to the project team. Specifically, our expectations from SCDOT (and/or other agencies) to address these risks are included in the following information.

LIMITATIONS ON IN-WATER AND OVER-WATER CONSTRUCTION AND DEMOLITION

Mitigation Strategies: Extensive history of working over sensitive areas and dealing with in-water work moratoriums. Utilize Balfour Beatty-owned trestle and proven methods to safely complete work without harming the environment.

Role of SCDOT/ Other Agencies: Partner with SCDOT and agencies with regular walk-throughs to assess environmental compliance and future risks.

Proof: Balfour Beatty has successfully completed more than two dozen bridges over water in the last five years. Those with similar scope completed ahead of schedule and on or under budget include the SC 917, Backriver, Maysville Bypass (16 bridges over wetlands), Surf City, and Wilmington Bypass. Balfour Beatty has a long history of successfully constructing and demolishing bridges over environmentally sensitive wetlands and waterways, using the utmost care to reduce our environmental footprint and avoid damaging the environment.



Balfour Beatty successfully removed deck sections on the SC 917 project for recycling.



Trestle access successfully deployed to construct the Truman Parkway twin bridges over the Vernon River in Savannah, Georgia.

LIMITED SITE ACCESS

Mitigation Strategies: Have an effective access plan before starting work to safely get materials and personnel to work zone. Utilize carpooling and off-site parking to reduce congestion in tight areas.

Role of SCDOT/ Other Agencies: Coordinate with field personnel on parking areas, haul routes, and schedules.

Proof: Balfour Beatty has 6,000+ LF of temporary trestle ready to deploy to Wateree, which can accommodate concurrent construction access to all structures.



Balfour Beatty has worked around limited access and live traffic while building access trestle and foundation to a new crossing (Back River Bridge, Savannah, Georgia).

MAINTENANCE OF TRAFFIC FOR REPLACEMENTS AND REHABILITATIONS

Mitigation Strategies: Close coordination between traffic control designers and operations personnel with regular reviews will ensure the project can be built safely.



Balfour Beatty demonstrated an effective work zone separation on the I-85 Widening project.

The team will work to investigate alternative methods of work zone separation early in the design stage to mitigate risk regarding the maintenance of traffic. Methodologies such as maintaining the work zone behind separation walls for an extended period of time, optimizing crane placement for maximum construction use, and coordinating material delivery during non-peak hours are all strategies to be implemented into the team's construction approach. The team will ensure the MOT plan is implemented consistently throughout the corridor to prevent driver confusion. The use of Smart Work Zone technology, in conjunction with aerial technology to provide real-time traffic direction, will also be utilized.

The team will be able to assist SCDOT with traffic coordination through our dedicated public relations firm to further ensure the traveling public's awareness of construction activities and traffic shifts.

Role of SCDOT/ Other Agencies: Participate in pre-construction workshops on constructability, safety through Zero Harm (Balfour Beatty's comprehensive safety program), and schedule.

Proof: Balfour Beatty has worked on and around major interstates for over 30 years.

GEOTECHNICAL SEISMIC HAZARDS

Mitigation Strategies: We have partnered with **Insight Group**, a proven geotechnical firm with local experience. We will conduct extensive surveys during procurement through to design.

The site is located within the Wateree River drainage basin which is part of the upper Coastal Plain approximately 15 miles south of the "Fall Line." As the geotechnical data report shows, soft and loose alluvial and coastal plain deposits with overly deeper and stiffer residuum ultimately transitions into rock.

Our overview of the project indicates that soil strength loss of the alluvial and coastal plain deposits will be one of the main geotechnical hazards for the bridges. Therefore, it is likely that seismic stability of the approach embankments will control the geotechnical design.

Using the SCDOT Geotechnical Design Manual, Insight Group's engineers will evaluate this instability and collaborate with Balfour Beatty and Michael Baker to evaluate additional bridge loads and seismic instability mitigation techniques along with multiple foundation types to vet cost and schedule impacts.

Role of SCDOT/ Other Agencies: Share all relevant pre-procurement site investigations.

Proof: Insight Group lead Matt Silveston has proven history dealing with seismic hazards. With three on-call contracts (Pavements, Structure Foundation Testing and Geotechnical Services), Insight Group understands the requirements and needs of SCDOT geotechnical design and the seismic demands in particular.

MARKET CONDITIONS

Mitigation Strategies: Partner with key subs and suppliers, to identify potential long-lead and cost risks and buy and store materials as necessary.

Role of SCDOT/ Other Agencies: Accommodate material pre-payments.

Proof: On another recent project, Balfour Beatty secured a warehouse to store critical long-lead and cost-sensitive materials. We will use this same approach for this project.

We continue to meet with all critical suppliers/subcontractors to develop a strategy for all current and future special focus projects such as this one.



We have identified several local secure storage locations to store critical long-lead and cost-sensitive materials.

3.3.3 PROJECT RESOURCES, STRATEGIES, AND EXECUTION

TEAM'S CAPACITY & AVAILABLE RESOURCES/STRATEGY FOR IMPLEMENTATION OF RESOURCES

BALFOUR BEATTY	MICHAEL BAKER
AVAILABLE RESOURCES	

- 1,922 employees nationwide
- 140 local staff based in the Carolinas
- 400 heavy construction equipment
- 1,000+ support equipment
- 250 personnel in the Carolinas
- 3,000+ staff across 95 offices
- Columbia, Charleston, and Greenville offices

STRATEGIES TO IMPLEMENT AVAILABLE RESOURCES

Balfour Beatty's primary advantages are its management personnel, local relationships, specialized equipment, labor crews, and other resources, which will be effectively leveraged on this project as illustrated in the matrix below.

- Self-perform major task items for interstate and bridge design
- Use staff in SC/NC offices with past roadway and bridge experience and availability for a quick turnaround on proposal and plans.

Current Resource Commitments and Availability					
Project, Location / Value	Employees	2022	2023	2024	2025
I-20 over Wateree Bridges, Kershaw County, SC / \$75M	Peak 50	Procure	Design	Construction	
Ongoing Projects and Planned Onboarding of Resources to I-20 over Wateree Bridges Project					
Sampit River, Georgetown, SC / \$6M	12	Complete	No other project commitments.		
Military Cutoff Road and Bridge, Wilmington, NC / \$95M	90	Constr			
Jimmy Deloach, Savannah, GA / \$51M	35	Constr			
*Fayetteville Outer Loop, Fayetteville, NC / \$130M	80	Constr			

*Original project scope will be complete July 2022. Jason Schuster and Frank Hawkins will be 100% available for this I-20 project.

SELF-PERFORM

- Earthwork
- Drainage
- Pavement Substructure
- Fine Grading
- MOT
- Concrete Bridge Structures
- Bridge & Wall Foundations
- Retaining Walls
- Deck Refurbishment
- Demolition
- Roadway Design
- Bridge Design
- Hydraulic Design
- Maintenance of Traffic Plans
- Environmental Support
- Design Management Coordination
- Pavement Marking/Signing
- ITS (as needed)
- Utility Coordination
- Right-of-Way Support

POTENTIALLY SUBCONTRACTED TASKS

- Drilled Shafts
- Rebar Installation
- Asphalt Paving
- Seeding
- Trucking
- Clearing
- Striping
- Signs
- Geotechnical Exploration & Design - Insight Group**, located in North Charleston, has a staff of 50+ employees including professionals with 20+ years of experience working with SCDOT. They will engage their geotechnical engineers, HAZMAT professionals, CPT rig and AASHTO accredited materials lab in support of the project.
- Survey & SUE - IPW (DBE)** utilizes the latest equipment and software for field and office computations for conventional and GPS applications and geophysical locating. They also utilize aerial LiDAR (via UAV).
- Public Involvement - Robbins and DeWitt (DBE)** will provide the public, businesses, and organizations that travel this corridor with up-to-date information in an efficient manner and in coordination with SCDOT. A Public Involvement Plan (PIP) will be prepared and will include strategies for notifications using social media platforms, mailers, and/or the project website. Stakeholders could be "tagged" in social media posts so they are instantly notified of new information.

ENCOURAGING DBE PARTICIPATION: Balfour Beatty and Michael Baker are committed to SCDOT’s 12.3% DBE participation goal for this project. To facilitate this effort, the team members have individually and collectively committed to the following innovations and unique outreach concepts already embedded in their organizational structures:

- Dedicated Diversity and Inclusion (D&I) Coordinator
- We foster relationships by providing ample and timely information, treating DBE’s fairly and as partners.
- Conducting training classes for DBEs that include “Branding,” “Marketing Your Company to Prime Contractors,” “Navigating Your State’s DOT Website,” and “Project Tracking, Scheduling, and Quoting Tips.”
- Coordination with the state’s OCR/D&I Dept./applicable minority organizations for all pursuit good faith efforts.
- Testing of innovative outreach methods such as Meetup and various texting apps as a resource to increase attendance for project outreach meetings.

Balfour Beatty employs a small business/DBE coordinator dedicated to DBE outreach and onboarding. In fact, Balfour Beatty has always met or exceeded DBE goals as evidenced by the table below.

BALFOUR BEATTY DBE PARTICIPATION			
Owner / Project / Location	DBE Required	DBE Achieved	Extra DBE Achieved
NCDOT Western Parkway, Jacksonville, NC	12%	23%	+11%
NCDOT I-85 Widening JV, Lexington, NC	12%	14%	+2%
SCDOT SC 917 Little Pee Dee River Bridges, Mullins, SC	4%	8%	+4%
GDOT Harry S Truman Parkway Phase V, Savannah, GA	12%	15%	+3%
NCDOT NC-24 Interchange, Jacksonville, NC	9%	14%	+5%
NCDOT NC-133, Southport, NC	11%	13%	+2%
GDOT Fall Line Freeway, Milledgeville, GA	10%	10%	N/A
GDOT Back River, Savannah, GA	9%	9%	N/A
GDOT King George Boulevard, Savannah, GA	14%	17%	+3%
NCDOT I-140 Wilmington Bypass, Wilmington, NC	8%	8%	N/A
GDOT Jimmy Deloach, Savannah, GA	9%	9%	N/A
NCDOT Maysville Bypass JV, Maysville, NC	6%	8%	+2%

FIRM’S GEOGRAPHICAL LOCATIONS: As depicted in the graphic, our team’s Columbia office is located within 40 miles of the project site—less than an hour drive. Our physical proximity to the project site will allow us to fully integrate our teams to enhance communication, resolve issues, and execute the project.

Each of our Key Personnel live within a short commute to the project site and are readily available to support this project through regularly scheduled in-person and remote meetings and on-site field visits. Integration of our team will be further enhanced by co-locating design and construction personnel in our Columbia office to allow for immediate resolution to potential issues as they are identified.



Balfour Beatty	Michael Baker
▪ North Charleston	▪ Greenville ▪ Columbia ▪ North Charleston
Insight Group	IPW
▪ North Charleston	▪ North Charleston
Dewberry	Robbins and DeWitt
▪ N/A	▪ Blythewood, SC

3.4 EXPERIENCE OF KEY INDIVIDUALS

3.4.1 LICENSURE: All team members and firms hold the SCDOT-required licensure to perform the work. All design reports, plans, and design calculations will be signed and sealed by an unrestricted South Carolina Professional Engineer.

3.4.2 KEY INDIVIDUAL ROLES: Identified key personnel have singular responsibility for assignment to key roles.

3.4.3 KEY INDIVIDUAL RESUMES: Key Individual Resumes can be found in [Appendix A](#). Additionally, our Key Individual Reference Form is included in [Appendix H](#).

3.4.4 PROJECT MANAGEMENT TEAM: Project Manager, Jason Schuster, has the experience and expertise in all phases of roadway and bridge construction required to successfully deliver the project as demonstrated in [Appendix A](#).

3.4.5 DESIGN ENGINEERING TEAM: The design engineering team has the experience and expertise in all phases of roadway and bridge structure design required to successfully deliver the project as demonstrated in [Appendix A](#).

3.4.6 CONSTRUCTION MANAGEMENT TEAM: Construction Manager, Frank Hawkins, has the experience and expertise in all phases of roadway and bridge construction required as demonstrated in [Appendix A](#).

3.5 PAST PERFORMANCE OF THE TEAM

3.5.1 EXPERIENCE OF PROPOSER’S TEAM: Work History Forms for our team are included in [Appendix B](#). Additionally, our Contractor/Designer Reference Form is included in [Appendix H](#).

3.5.2 QUALITY OF PAST PERFORMANCE: Responses to the questions in Section 3.5.2 are shown in [Appendix C](#). Within the last five years, no individual or firm has been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity, nor are any such actions pending.

SAFETY PROGRAM

Balfour Beatty will develop a project-specific Environmental, Health, & Safety (EH&S) Plan founded upon the principles of the firm’s **Zero Harm program**. Safety is a deeply personal issue—one that reaches beyond our jobsites to impact families and individuals in ways both great and small. We want to ensure that everyone is safe 100% of the time, on 100% of our projects, and we will do everything in our power to achieve this. At Balfour Beatty, Zero Harm is a way of life.

ZEROHARM
MAKE SAFETY PERSONAL

Zero fatalities
Zero debilitating injuries or illnesses
Zero harm to the public
Zero harm to the environment

The EH&S Plan will serve as a tool to identify and assess the specific risks and hazards associated with each work operation and will provide guidelines for safe execution of the work and the protection of the traveling public.

EXPERIENCE MODIFICATION RATE (EMR)

Balfour Beatty maintains an experience modification rate (EMR) consistently below the national average as shown at right.

EMR National Average = 1.0	
Year	Balfour Beatty EMR
2018	0.66
2019	0.54
2020	0.53
2021	0.56

3.6 LEGAL AND FINANCIAL

3.6.1 FINANCIAL CAPACITY: Balfour Beatty’s notarized affidavit is included in [Appendix D](#).

3.6.2 BONDING CAPACITY: Balfour Beatty’s surety letter is included in [Appendix D](#).

3.7 ORGANIZATIONAL CONFLICTS OF INTEREST

Signed Conflict of Interest forms are included in [Appendix E](#).

3.8 SCDOT PREQUALIFICATION CERTIFICATION

Balfour Beatty’s SCDOT Prequalification Certificate is included in [Appendix D](#).

ADDITIONAL APPENDICES

[Appendix F](#) - Confidential or Proprietary Information Summary List






[Appendix G](#) - Addendum Receipt Form

APPENDIX A

KEY INDIVIDUAL RESUME FORMS



KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a.	Name & Title: Jason Robert Schuster Project Manager	
b.	Role of Key Individual for this Project: Project Manager	
c.	Name of Firm with which you are now associated: Balfour Beatty Infrastructure, Inc. <div style="text-align: right; margin-top: 10px;">  </div>	
d.	Years of Experience: With this Firm <u>19</u> Years With Other Firms <u>4</u> Years Firm 1: Balfour Beatty Infrastructure Inc.: 2003-present Project Manager – Responsible for construction, scheduling and P&L on multiple projects, 2010-current Project Engineer – Responsible for performing project engineer duties on multiple projects, 2007-2009 Field Engineer – Responsible for performing field engineer duties on multiple projects, 2000-2006 Firm 2: Peter Kiewit Sons: 1999-2002 Surveyor – Responsible for assigned survey duties on a \$450 million multiple bridge and roadway project, 2001-2002 Field Engineer – Responsible for assigned field engineering duties on a \$220 million interchange rebuild project, 1999-2001	
e.	Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): Iowa State, Ames, IA / Bachelor of Science / 1999 / Construction	
f.	Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2020 / OSHA 30-hour class; 2005 / NCDOT Level 2 Erosion Control Certification; 2007 / CPR and First Aid Certification; 2012 / USACE Construction Quality Management Certification; 2007 / Crane and Rigging Training; 2015 / National Safety Council Traffic Control Supervisor	
g.	Document the extent and depth of your experience and qualifications relevant to the Project. <div style="display: flex;"> <div style="flex: 1;"> <p><u>Fayetteville Outer Loop, Fayetteville, North Carolina</u></p> <p>Key Personnel Role: Project Manager</p> <p>Experience with Current Firm: Firm 1</p> <p>Project/Assignment Duration: Project 2017-present, Assigned 2019-present</p> <p>Owner Contact Information: NCDOT, Michael Parker, PLS, jmparker@ncdot.gov, 910-827-9680</p> <p>Design/Construction Value: \$235 Million</p> <p>Project Description: Project Manager responsible for construction, scheduling and P&L of design-build road and bridge project. The 6.1-mile segment of the Outer Loop, from Camden Road to I-95, consists of 14 structures, over three million yards of borrow and associated paving, drainage, and utility work.</p> </div> <div style="flex: 1; text-align: center;">   </div> </div> <div style="display: flex;"> <div style="flex: 1;"> <p><u>Military Cutoff Road and Bridge, Wilmington, North Carolina</u></p> <p>Key Personnel Role: Project Manager</p> <p>Experience with Current Firm: Firm 1</p> <p>Project/Assignment Duration: Project 2017-2022, Assigned 2017-2019</p> <p>Owner Contact Information: NCDOT, Daniel Waugh, PE, dgwaugh@ncdot.gov, 910-251-2691</p> <p>Design/Construction Value: \$95 Million</p> <p>Project Description: Project Manager responsible for construction, scheduling and P&L of \$95 million road and bridge project. The four-mile-long project includes adding bridges, interchanges and a six-lane highway that will connect to the Wilmington Bypass. Project consists of four structures, over two million yards of borrow and associated paving, drainage, and utility work.</p> </div> <div style="flex: 1; text-align: center;">  </div> </div>	

I-140 Wilmington Bypass (R-2633B), Wilmington, North Carolina

Key Personnel Role: Project Manager
Experience with Current Firm: Firm 1
Project/Assignment Duration: 2013-2017
Owner Contact Information: NCDOT, Daniel Waugh, PE, dgwaugh@ncdot.gov, 910-251-2691
Design/Construction Value: \$122 Million

Project Description:

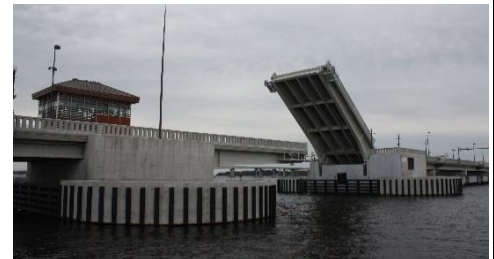
Project Manager responsible for construction, scheduling and P&L of \$124 million road and bridge project. The three-mile-long project includes 1.5 miles of new bridges and 1.5 miles of roadway. Project consists of 10 separate structures including two bridges more than 7,000-feet-long over wetlands and the Cape Fear River.

**Trent River Bridge, New Bern, Craven County, North Carolina**

Key Personnel Role: Project Engineer
Experience with Current Firm: Firm 1
Project/Assignment Duration: 2007-2010
Owner Contact Information: NCDOT, Johnnie Metcalf, johnny.metcalf@ice-eng.com, 252-675-3208
Design/Construction Value: \$39 Million

Project Description:

Project Engineer responsible for construction, scheduling and P&L of \$40 million bascule bridge replacement project. The project scope included demolition of the older bridge and construction of a new 0.52-mile bridge with drilled pier foundations, cast-in-place concrete substructure, and cast-in-place decks supported by pre-stressed concrete girders. The construction schedule was complicated by multiple Trent River fish moratoriums preventing in water work for substantial periods of the contract duration.



Erosion control, clearing and grubbing, traffic control, roadway grading/drainage/paving, guardrail, signage, landscaping, bridge demolition, installation of temporary access trestle, drilled pier foundations, cofferdams and seal slabs, cast-in-place concrete, pre-stressed girder erection, bridge deck drains & piping, bascule span structure/counterweights/mechanical drives, electrical drives, electrical lighting & controls, fender systems were also included.

SC 917 Little Pee Dee River Bridges, Mullins, South Carolina

Key Personnel Role: Project Manager
Experience with Current Firm: Firm 1
Project/Assignment Duration: Project 2010-2013, Assigned 2010-2012
Owner Contact Information: SCDOT, Kyle Berry, BerryWK@dot.state.sc.us, 843-661-4710
Design/Construction Value: \$13 Million

Project Description:





Project Manager responsible for construction, scheduling and P&L of \$13 million road and bridge project. This project included the replacement of two nine-span bridges on SC917—one supported by drilled shafts, the other by driven pile. The project included realignment of the roadway to accommodate the new bridges which required major roadway fills along a narrow alignment in saturated soils. Balfour Beatty phased the construction to significantly reduce the impact to the traveling public along this busy stretch of SC917. Balfour Beatty elected to construct a temporary access trestle in lieu of temporary fills to provide a stable work platform, reduce environmental impacts, and mitigate in-water work moratoriums.



- 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.

Jason Schuster is currently assigned to the Fayetteville Outer Loop project in Fayetteville, NC, as the project Manager. Jason's responsibilities will be complete when the 295 portion of the Fayetteville Outer Loop is finished in July 2022 and he will then be dedicated to this I-20 Wateree Bridges project. Jason brings extensive supervisory and hands-on experience in heavy civil construction; he manages complex projects with a focus on safety, quality, environmental sensitivity, innovation, productivity, and operational performance; and he works effectively with owners, employees, vendors and subcontractors.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title: Helen Renee Tison, PE Vice President		
b. Role of Key Individual for this Project: Lead Design Engineer		
c. Name of Firm with which you are now associated: Michael Baker International, Inc.		
d. Years of Experience: With this Firm <u>22</u> Years With Other Firms <u>0</u> Years Firm 1: Michael Baker International, Inc.: Vice President - Responsible for all engineering projects within South Carolina, 2000-Current		
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): University of South Carolina, Columbia, SC / Bachelor of Science / 2003 / Civil Engineering		
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2012 / SC / Professional Engineer / 29932 2020 / NC / Professional Engineer / 049910 2020 / VA / Professional Engineer / 0402061818 2012 / MO / Professional Engineer / PE-2012026659		
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
<p><u>I-85 Widening Design-Build, Cherokee County, South Carolina</u></p> <p>Key Personnel Role: Deputy Project Manager</p> <p>Experience with Current Firm: Firm 1</p> <p>Project/Assignment Duration: 2017-2019</p> <p>Owner Contact Information: SCDOT, Bradley Reynolds, PE, reynoldsbs@scdot.org, 803-737-1440</p> <p>Design/Construction Value: \$12 Million / \$181 Million</p> <p>Project Description: Served as the Deputy Project Manager for the successful design-build team. Michael Baker was the lead design firm on this design-build project to improve an eight-mile-long section of I-85, including four interchanges and a railroad bridge. The project widened I-85 from four to six lanes beginning at the Broad River bridge and ending just north of US 29 (Exit 106). Interchanges were improved at S-11-83, SC 5/198, S-11-99, and US 29. The overpass bridges at Norfolk Southern railroad crossing were replaced to provide greater horizontal clearances and meet current design requirements. Michael Baker provided roadway, bridge, and drainage design, environmental permitting, right-of-way acquisition, and utility coordination.</p> <div style="text-align: right;">  </div>		
<p><u>I-26 Widening and Rehabilitation Design-Build, Lexington and Calhoun Counties, South Carolina</u></p> <p>Key Personnel Role: Project Manager</p> <p>Experience with Current Firm: Firm 1</p> <p>Project/Assignment Duration: 2013-2020</p> <p>Owner Contact Information: SCDOT, Jae Mattox, III, PE, DBIA, CPM, mattoxjh@scdot.org, 803-737-1805</p> <p>Design/Construction Value: \$3.3 Million / \$76 Million</p> <p>Project Description: Responsible for all aspects of the design including roadway, bridge, and hydrology as well as environmental impacts and permitting, utility services, and coordination with all the design sub-consultants. Handled the day-to-day management of the project and was the direct point of contact for Michael Baker with the Contractor and SCDOT. Late in the project process, the team's public involvement firm dissolved and subsequently handled the public involvement hosting First Responders Meetings and coordinating with SCDOT on Press Releases for lane closures and major work items that involved public notification. Michael Baker provided design and engineering services for a design-build project to widen and rehabilitate 20 miles of I-26 from milepost (MP) 115 to MP 136.</p> <div style="text-align: right;">  </div>		

Wildlife Road Design-Build Bridge Replacement, Kershaw County, South Carolina

Key Personnel Role: Project Manager

Experience with Current Firm: Firm 1

Project/Assignment Duration: 2010-2011

Owner Contact Information: Kershaw Co., Sarah Williams, sarah.williams@kershaw.sc.gov, 803-425-1500

Design/Construction Value: \$445,000

Project Description:

Responsible for erosion control design, plan preparation, and permitting. Michael Baker provided engineering services for the Wildlife Road Design-Build Replacement, which recently received an American Council of Engineering Companies (ACEC) of South Carolina Honor Award in the Small Projects category. Michael Baker performed surveys, prepared the design-build package, conducted a geotechnical investigation, assisted with bidding and award services, and provided construction administration and inspection.



US 17 (ACE Basin) Improvements Design-Build, Colleton County, South Carolina

Key Personnel Role: Project Manager

Experience with Current Firm: Firm 1

Project/Assignment Duration: 2010-2015

Owner Contact Information: SCDOT, Robbie Isgett, PE, isgettre@scdot.org, 803-737-1308

Design/Construction Value: \$75 Million

Project Description:

Responsible for serving as Project Manager in its final stages handling construction support and the as-built submittal to SCDOT, as well as designing the pavement marking and signing for the entire project. Michael Baker served as the prime engineering consultant for a design-build safety improvement project along approximately 15 miles of US 17 in South Carolina's ACE Basin. The project involved widening US 17 from a two-lane to a four-lane divided highway. Michael Baker provided final design for roadway, drainage, and bridges; geotechnical engineering; right-of-way acquisition; utility relocation coordination; railroad coordination; environmental permit modifications; community relations; design support during construction; and preparation of as-built drawings.



Safe and Sound Bridge Improvement Design-Build, Statewide, Missouri

Key Personnel Role: Task Manager

Experience with Current Firm: Firm 1

Project/Assignment Duration: 2010-2013

Owner Contact Information: Missouri DOT, Ken Warbritton, kenyon.warbritton@modot.mo.gov, 573-526-3282

Design/Construction Value: \$487 Million

Project Description:





Served as the Lead Roadway Engineer for the firm on the MoDOT Safe and Sound Design-Build Project, which replaced 372 bridges in less than 18 months. Michael Baker served as the co-lead design firm for a \$487 million statewide "Safe & Sound" accelerated bridge replacement program, a landmark project that included replacement of 554 structurally deficient bridges across the state. All 114 counties in the state had at least one bridge for a total of two million square feet of bridge deck. The bridges were replaced using accelerated construction techniques, with the majority of the structures consisting of standardized precast superstructure and substructure components.



- 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.

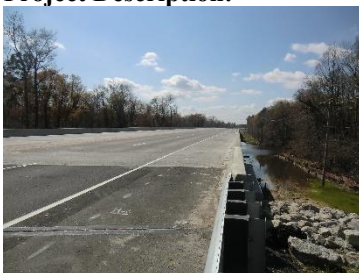
N/A

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title: Stephen Henry Ross, PE South Carolina Structures Manager		
b. Role of Key Individual for this Project: Lead Structural Engineer		
c. Name of Firm with which you are now associated: Michael Baker International, Inc.		
d. Years of Experience: With this Firm <u>19</u> Years With Other Firms <u>0</u> Years Firm 1: Michael Baker International, Inc.: South Carolina Structures Manager - Responsible for all structural projects in South Carolina, 2003-Current		
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): University of South Carolina, Columbia, SC / Master of Engineering / 2012 / Civil/Structural Engineering University of South Carolina, Columbia, SC / Bachelor of Science / 2005 / Civil Engineering		
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2009 / SC / Professional Engineer / 27815 2017 / NC / Professional Engineer / 045208		
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
<p><u>I-85 Widening Design-Build, Cherokee County, South Carolina</u></p> <p>Key Personnel Role: Lead Structural Engineer</p> <p>Experience with Current Firm: Firm 1</p> <p>Project/Assignment Duration: 2018-2019</p> <p>Owner Contact Information: SCDOT, Bradley Reynolds, PE, reynoldsbs@scdot.org, 803-737-1440</p> <p>Design/Construction Value: \$12 Million / \$181 Million</p> <p>Project Description:</p> <div style="display: flex; align-items: flex-start;">  <div> <p>Structural design lead for the I-85 Widening Mile Marker 98-106 pursuant with Lane Construction. Responsibilities included organization of multiple teams of structural engineers and plan production staff for the preliminary and construction plan development of four interchange overpass replacements and one railroad bridge replacement. Additional responsibilities included development of alternative technical concepts, bid development assistance and assistance with the preparation of the technical proposal. Michael Baker served as the lead design firm on a design-build project to improve an 8-mile long section of I-85. The project widens I-85 from four to six lanes beginning at the Broad River bridge and ends just north of US 29 (Exit 106) in Cherokee County. Interchanges are being improved at S-11-83, SC 5/198, S-11-99, and US 29. The overpass bridges at Norfolk Southern railroad crossing are being replaced to provide greater horizontal clearances and meet current design requirements. Michael Baker provided roadway, bridge, and drainage design, environmental permitting, right-of-way acquisition, and utility coordination.</p> </div> </div>		
<p><u>I-26 Widening and Rehabilitation Design-Build, Lexington and Calhoun Counties, South Carolina</u></p> <p>Key Personnel Role: Lead Structural Engineer</p> <p>Experience with Current Firm: Firm 1</p> <p>Project/Assignment Duration: 2013-2020</p> <p>Owner Contact Information: SCDOT, Jae Mattox, III, PE, DBIA, CPM, mattoxjh@scdot.org, 803-737-1805</p> <p>Design/Construction Value: \$3.3 Million / \$76 Million</p> <p>Project Description:</p> <div style="display: flex; align-items: flex-start;">  <div> <p>Served as the structural task lead for the project. Michael Baker provided design and engineering services for a design-build project to widen and rehabilitate 20 miles of I-26 from milepost (MP) 115 to MP 136. The existing four-lane facility was widened to a six-lane facility from mile post 115 to 125 and rehabilitated from mile post 125 to 136. As part of the interstate widening, the existing dual bridges over the CSX Railroad were replaced, and the existing bridge along Old Wire Road was jacked to provide sufficient vertical clearance. The purpose was to improve safety and increase capacity on this segment of I-26.</p> </div> </div>		

US 378 Replace Bridge over the Lynches River, Florence County, South Carolina

Key Personnel Role: Lead Structural Engineer
Experience with Current Firm: Firm 1
Project/Assignment Duration: 2008-2018
Owner Contact Information: SCDOT, Nathalia Chandler, PE, chandlernr@scdot.org, 803-737-2278
Design/Construction Value: \$400,000 / \$13 Million
Project Description:



Responsible for the LRFD design and final construction plans for the staged replacement of a 1,200-foot prestressed concrete girder bridge over the Lynches River in Florence County. Performed the seismic design in accordance with SCDOT Seismic Design Specifications which included a multi-mode spectral analysis and a global and local pushover analysis. Michael Baker prepared final bridge plans for the staged replacement of the functionally obsolete two-lane structure carrying US 378 over the Lynches River. The new four-lane structure consists of 10 120-foot-long spans using 72-inch Bulb-Tee girders. The foundation for the new bridge consists of multi-column interior bents supported

by drilled shafts and steel H-pile-supported end bents. Michael Baker provided conceptual bridge construction staging plans, preliminary and final bridge plans, seismic analysis and design, shop drawing review, and construction support services.

US 1 Over South Edisto River Bridge Replacement, Aiken County, South Carolina

Key Personnel Role: Project Manager
Experience with Current Firm: Firm 1
Project/Assignment Duration: 2016-2021
Owner Contact Information: SCDOT, Adam Humphries PE, humphrieas@scdot.org, 803-737-3081
Design/Construction Value: \$1.05 Million / \$3.94 Million
Project Description:

Responsible for coordinating a team of multi-disciplinary engineers, environmental staff, surveyors, right-of-way agents and utility coordination staff for the replacement of US 1 over the South Edisto River. Also served as the lead structural engineer responsible for the structural design and plan production efforts for the replacement of the four-span structure. Michael Baker prepared plans to replace the existing bridge along US 1 over the South Edisto River in Aiken County. The project includes replacing the existing structure, realigning the roadway approaches as necessary, and improving the roadway to meet current design criteria.



SC 28 Westbound over Savannah River Bridge Rehabilitation, Aiken County, South Carolina

Key Personnel Role: Project Manager / Lead Structural Engineer
Experience with Current Firm: Firm 1
Project/Assignment Duration: 2020-present
Owner Contact Information: SCDOT, Alex Bennett, bennettja@scdot.org, 803-737-3231
Design/Construction Value: \$635,000 / \$9.5 Million (Est.)
Project Description:







Responsible for organizing multi-disciplinary teams of engineers to complete the rehabilitation of the existing 1,949-foot-long bridge. Serves as the lead structural engineer responsible for design and plan production of the rehabilitation plans for the structure. Michael Baker is preparing bridge rehabilitation plans for the existing bridge over the Savannah River. Rehabilitation scope includes hydro-demolition with a latex-modified concrete overlay, replacement of the existing steel rocker bearings, isolated structural steel repair/replacement, utility attachment repairs, finger joint and poured sealant joint repair/replacement and anchor bolt replacement. The Michael Baker team is responsible for project

management, roadway design, bridge inspection/design, environmental document support and permitting, geotechnical design, utility coordination, hydraulic design, hazmat evaluations, MOT design, and construction support.

- 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: Frank Ernest Hawkins Project Superintendent		
b. Role of Key Individual for this Project: Construction Manager		
c. Name of Firm with which you are now associated: Balfour Beatty Infrastructure, Inc.		
d. Years of Experience: With this Firm <u>7</u> Years With Other Firms <u>39</u> Years Firm 1: Balfour Beatty Infrastructure, Inc.: Project Superintendent, 2015-present Firm 2: Lee of the Carolinas Construction Co.: Project Superintendent, 2012-2015 Firm 3: Scott Bridge Construction Co.: Superintendent, 1993-2011 Firm 4: Tidewater Construction Co.: Carpenter Foreman, 1985-1993 Firm 5: Perter Kiewit & Sons Co.: Carpenter Foreman, 1983-1985		
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):		
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2015 / OSHA 30-hour Certification; 2015 / NCPR and First Aid Certification; 2015 / Crane and Rigging Training		
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
<p><u>Fayetteville Outer Loop, Fayetteville, North Carolina</u></p> <p>Key Personnel Role: Structures Superintendent</p> <p>Experience with Current Firm: Firm 1</p> <p>Project/Assignment Duration: Project 2017-present, Assigned 2019-present</p> <p>Owner Contact Information: NCDOT, Michael Parker, PLS, jmparker@ncdot.gov, 910-827-9680</p> <p>Design/Construction Value: \$235 Million</p> <p>Project Description: Responsible for all aspects of bridge construction on the Fayetteville Outer Loop project, a 39-mile freeway being built in phases in Cumberland and Robeson counties. The goal of the project is to improve mobility and interstate access to Fort Bragg and Fayetteville, the state's sixth-largest city. The Balfour Beatty team will design and build Camden Road to I-95, a 6.1-mile segment of the Outer Loop. When complete, the loop will be known as I-295, and it will transform how people get around in the community and allow for new areas to develop. Traffic congestion will be reduced, by linking the roadways throughout the state of North Carolina. The 6.1-mile segment of the Outer Loop, from Camden Road to I-95, consists of an interchange with I-95, 14 structures, over three million yards of borrow and associated paving, drainage and utility work.</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 60%;"></div>  </div>		
<p><u>US 17 Maysville Bypass (R-2514B, C&D), Maysville, North Carolina</u></p> <p>Key Personnel Role: Structure Superintendent</p> <p>Experience with Current Firm: Firm 1</p> <p>Project/Assignment Duration: Project 2017-2021, Assigned 2017-2019</p> <p>Owner Contact Information: Jackson Provost, PE, PLS, Jackson.Provost@summitde.net, 910-512-0384</p> <p>Design/Construction Value: \$143 Million</p> <p>Project Description: In charge of all bridge construction on the US 17 Maysville Bypass (R-2513 B, C&D) BBII-led joint venture project which consists of 16.04 miles of new roadway and widening three miles of existing two-lane highway to a four-lane divided highway under live traffic. The project includes 26 new bridge structures at 14 locations. The bridges include ten sets of mainline dual bridges, five sets over crossroads, four sets over wetlands and waterways and one set to accommodate a wildlife crossing. There are also four crossroad bridges over the new alignment, plus one new ramp bridge. One of the structures involves widening of the existing US 17 northbound bridge.</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 60%;"></div>  </div>		

Fall Line Freeway, Milledgeville, South Carolina

Key Personnel Role: Structure Superintendent

Experience with Current Firm: Firm 1

Project/Assignment Duration: Project 2012-2017, Assigned 2015-2017

Owner Contact Information: GDOT, Brian Gibbs, Bgibbs@dot.ga.gov, 478-553-3340

Design/Construction Value: \$70 Million

Project Description:

Structures superintendent responsible for bridge construction. The project includes construction of 9.1 miles of new highway starting at US 441 and extending northeast to SR 24. The project consists of nearly 3,200,000 cubic yards of unclassified excavations, grading, drainage, base, asphalt plant mix paving and a portion of concrete paving. The project has eight bridges (four each dual bridges) and two box culverts. The total length of all eight bridges is 4,782 linear feet with a total bridge area of 197,258 square feet.



- 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.

Frank Hawkins is an experienced superintendent with a proven track record of delivering similar scope projects safely, on time and with outstanding quality and environmental compliance. He is currently working on the Fayetteville Outer Loop project but will be complete with his portion of that project in time to start the Wateree Bridge project. Frank and Jason Schuster have an established and effective working relationship.




APPENDIX B

WORK HISTORY AND QUALITY FORM



CONTRACTOR/DESIGNER (SECTION 3.5.1)



WORK HISTORY AND QUALITY FORM – CONTRACTOR: Balfour Beatty

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 Balfour Beatty’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 Balfour Beatty (in thousands)
Name: I-295 Fayetteville Outer Loop: Camden Road to I-95 (U-2519AA+BB) Design-Build Location: Fayetteville, NC	Name: Lead Designer: STV Engineers Inc.	Name of Owner: NCDOT Project Manager: Michael Parker, PLS Phone: 910-827-9680 Email: jmparker@ncdot.gov	Professional Services: 05/2020 Construction: 07/2022	\$235,000	\$141,000 (60% JV Partner)
g. Narrative describing the work performed by Balfour Beatty.					
<div><p>The I-295 Fayetteville Outer Loop (Camden Road to I-95) project comprises the design and construction of 5.73 miles of four-lane divided mainline freeway. Included are a major interchange at I-95, two minor interchanges at two-lane crossroads, and three two-lane grade-separated crossroad overpasses.</p><p>The scope includes three million cubic yards of roadway embankment, 215,000 tons of aggregate base, and 285,000 tons of asphalt paving. There are a total of 14 bridges: five on the mainline (dual bridges at five locations); two on-ramps over I-95, three over existing intersecting roads, two over an existing road and railroad, and two over a creek. There are four bridges on roadways intersecting the new mainline; two over the new mainline, one over I-95, and one over a wetland. The project also contains MSE walls at the abutments for 11 of the 14 bridges. The bridge superstructures total approximately 126,000 square feet of deck surface supported on prestressed concrete girders. Bridge substructures will be comprised of steel H-piles with cast-in-place concrete end bents, footings, columns, and caps. The project also includes guardrail, fencing, pavement markings, water and sewer utilities, traffic signals/ITS, traffic signs, and seeding/landscaping. The Balfour Beatty team is self-performing over 70% of the work scope, including grading, roadway, drainage, traffic control, and all structures. All of the critical work elements for this project are work elements that Balfour Beatty has been self-performing for many years. Construction is currently over 42% progressed.</p><p>The design scope included utility relocation, ROW acquisition, geotechnical, roadway, and structures. During the proposal and design phase, the Balfour Beatty-led team arrived at a design that reduced ROW requirements, construction costs, and long-term maintenance. Currently, the design is complete and our designer is supporting construction.</p></div> <div><div>Similarities</div><ul style="list-style-type: none">✓ Multiple traffic switches and working in traffic✓ Complex bridge and roadway construction✓ Utility relocations✓ Right-of-way acquisition✓ Alternative delivery operations support✓ Key Individuals: Jason Schuster, Frank Hawkins</div> <div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of Balfour Beatty’s performance on the project to identify Balfour Beatty with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Balfour Beatty’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>This project is design-build and well underway. The Balfour Beatty-led team is working closely with the owner (NCDOT) and Designer to successfully complete the project. The design progressed smoothly and construction broke ground on time, however, right-of-way (ROW) acquisition and access were delayed by over a year due to being denied access due to third-party legal issues. While issues were beyond the control of the design-build team and NCDOT, we worked together to prioritize and progress the work. Additionally, part of the solution the team collectively arrived at was to include I-95 widening improvements into the I-295 scope, to significantly reduce the cost impacts of the ROW, advance the I-95 improvements, reduce congestion, and improve safety. This is an example of how Balfour Beatty works hand in hand with Owners to arrive at the best solutions that ultimately help the traveling public.</p>					
i. Quality Initiatives. Discuss Contractor’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 required the movement of two million yards of borrow from one side of I-95 to the other. A conveyor system was used to move the borrow over I-95, while significantly reducing traffic congestion impacts and improving safety for the traveling public and construction workers. Conveying the borrow allowed all the borrow to be moved into position using off-road dump trucks—removing more than 130,000 truckloads from public roads. Balfour Beatty’s innovative use of a conveyor system to transport materials reduced the carbon footprint of the project and provided safer, faster project delivery with little impact to the surrounding environment.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Contractor shall provide a detailed explanation below.					
N/A					

WORK HISTORY AND QUALITY FORM – CONTRACTOR: Balfour Beatty

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 Balfour Beatty’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 Balfour Beatty (in thousands)
Name: US 17 Maysville Bypass (R-2514B, C&D) Location: Maysville, NC	Name: Balfour Beatty	Name of Owner: NCDOT Project Manager: Jackson Provost, PE, PLS Phone: 910-512-0384 Email: Jackson.provost@summitde.net	02/2020	\$143,402	\$86,041
g. Narrative describing the work performed by Balfour Beatty.					
<div><div><p>The US 17 Maysville Bypass is a major transportation link for eastern North Carolina as US 17 connects the area’s military bases and ports. This section of highway between Jacksonville and New Bern was often treacherous narrowing to two lanes while maintaining highway speed. The project included much-needed safety upgrades to the existing highway 17 in Onslow, Jones, and Craven Counties as well as new sections bypassing the towns of Maysville and Pollocksville and bringing US 17 up to highway standards.</p><p>Balfour Beatty led a joint venture comprising Balfour Beatty Infrastructure and Branch Civil (JV) that teamed to deliver to NCDOT a project that includes 16.04 miles of new highway, 12 miles of new alignment and four miles of widening from an existing two-lane highway to a four-lane divided highway. A total of 4.79 million cubic yards of earthmoving was completed with associated drainage pipe and culvert work as well as hundreds of thousands of tons of rock and asphalt pavement. Altogether, 26 new bridge structures were built. The bridges included five dual sets over crossroads, four dual sets over wetlands and waterways, and one dual set to accommodate a wildlife crossing. There were also four crossroad bridges over the new alignment and one single-lane ramp bridge. The last structure widens the existing US 17 northbound bridge.</p></div><div><div><div>Similarities</div><div><div>✓</div>Multiple traffic switches and working in traffic</div><div><div>✓</div>Major stakeholder involvement</div><div><div>✓</div>Complex bridge and roadway construction</div><div><div>✓</div>50+ environmentally sensitive areas</div><div><div>✓</div>Alternative delivery operations support</div><div><div>✓</div>Key Individuals: Frank Hawkins</div></div></div></div> <div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of Balfour Beatty’s performance on the project to identify Balfour Beatty with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Balfour Beatty’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>Balfour Beatty self-performed the majority of work (60%) in order to control the critical path. The team also conducted extensive coordination with major subs and suppliers, which were carefully selected pre-bid, including trucking and specialty minorities based on past performance and not just on price. The asphalt paving subcontractor was a critical team member and, together with Balfour Beatty, committed crews to work the entire length of the extensive 16-mile-long site concurrently while maintaining traffic flow. As an example of the teamwork, Balfour Beatty designed and built an onsite detour that eliminated a 280-day shutdown of White Oak River Road and significantly reduced congestion and public inconvenience. Another example is when Hurricane Florence devastated Eastern North Carolina, the project was underneath 15 feet of water and set the schedule back five months. The team resolved major public safety issues both on and off the project to ensure access was maintained to critical work areas. Thorough plans were put together in conjunction with NCDOT and a calculated approach to rebuilding the project ensued. The team pulled the schedule back and the project was able to open to traffic more than seven months ahead of schedule.</p>					
i. Quality Initiatives. Discuss Contractor’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>Balfour Beatty collaborated with NCDOT on a daily, weekly, and monthly basis—monitoring schedule, deliveries, subcontracted work, materials deliveries, and quality. NCDOT/Balfour Beatty established an issue escalation at project kick-off to ensure issues were resolved early by managers that had the authority to do so and avoid disputes. Long term, short term, and cash curve schedules were maintained and carefully reviewed. Through an executive committee, Balfour Beatty conducted comprehensive project reviews every quarter that addressed key progress indicators, including safety, forecast costs, resources, schedule progress, and production trends.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Contractor shall provide a detailed explanation below.					
N/A					

WORK HISTORY AND QUALITY FORM – CONTRACTOR: Balfour Beatty

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 Balfour Beatty’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 Balfour Beatty (in thousands)
Name: I-140 Wilmington Bypass (R-2633B) Location: Wilmington, New Hanover County, NC	Name: Lead Contractor: Balfour Beatty Infrastructure, Inc.(Balfour Beatty) Lead Designer: HW Lochner	Name of Owner: NCDOT Project Manager: Kevin G. Bowen, P.E. Phone: 910-341-2047 Email: kgbowen@ncdot.gov	11/2017	\$121,883	\$121,883

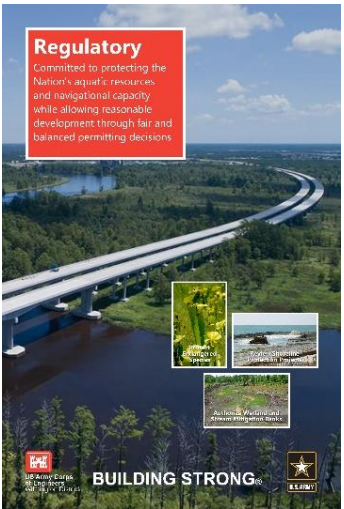
g. Narrative describing the work performed by Balfour Beatty.

The Wilmington Bypass project represented the last segment of the I-140 Wilmington Bypass from Highway 421 to Cedar Hill Road, completing the bypass created a route to go around the city, reducing congestion in New Hanover County and improving accessibility to Brunswick County. The project is approximately three miles long, with 1.5 miles of new bridges and 1.5 miles of roadway. The Bypass involved the construction of three miles of four-lane highway in the southeast, creating a bypass around the city of Wilmington. The project consists of over 2.2 million yards of borrow, 28,000 SF of MSE walls, over 50,000 tons of asphalt paving, 68,000 tons ABC, and extensive drainage. The project involved 10 bridges, eight of which are twin bridges crossing over CSXT railroad tracks. One of the final phases of the project included twin bridges each over 7,200 feet long crossing the Cape Fear River and adjoining environmentally sensitive wetlands. Bridge quantities include almost 700,000 SF of bridge deck, 95,000 LF of pile, 64,000 LF of pre-stressed concrete girders, and 41,000 cy of concrete. The bridge construction required extensive planning because it spans an environmentally protected wetland area. Balfour Beatty self-

performed all of the grading work leading up to the bridge and employed some unusual techniques to build the bridge without disturbing the ecosystem in the river underneath. The foundation of the bridge required 24-inch, 30-inch, and 36-inch square concrete piles reaching 100 feet in length. To keep the work out of the water, the company utilized a specially-built trestle alongside the bridge.

The project required close coordination with regulatory agencies and project stakeholders. The project represents a successful collaboration among Balfour Beatty, NCDOT, US Army Corps of Engineers (USACE), US Coast Guard, CSX Transportation, Duke Energy, and a strong network of subcontractors. Balfour Beatty worked in multiple shifts to overcome strict in-water work windows and schedule constraints to deliver the bridge and roadway project on time. The project was opened to traffic 60 days ahead of schedule.

Balfour Beatty pioneered the use of temporary access trestle in NC to minimize environmental impacts and accelerate schedules since 1999. BBII owns over a mile of trestle which provides safe and continuous site access and allows multiple, simultaneous, construction fronts to be opened—providing the highest possible degree of schedule predictability. Our innovative work trestle deployment for Wilmington has resulted in reduced access costs, environmental impacts, and schedule durations. Balfour Beatty self-performed the bulk of the work including all structures, walls, and roadway, with the exception of DBE subcontract scope.



Similarities
✓ Complex bridge and roadway construction
✓ Limited access
✓ Working on trestle over environmentally sensitive areas
✓ In-water work restrictions
✓ Utilities trestle
✓ Interstate
✓ Alternative delivery operations support
✓ Key Individuals: Jason Schuster



h. Self-Assessment. The information provided in this section should be a self-assessment of Balfour Beatty’s performance on the project to identify Balfour Beatty with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Balfour Beatty’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration. The project received several significant awards: Carolinas AGC 2018 Pinnacle Award Winner; ENR Southeast Best Highway/Bridge Project of 2018; 2018 AASHTO Quality of Life/Community Development, Large Project. AASHTO nationally recognized the bypass as one of the best transportation projects in the Southeastern United States; For the team’s creative, expedited pile driving operation, this project was recognized as one of the 2016 Pile Driving Contractors Association’s Marine Projects of the Year; and the project is featured on a USACE promotional poster (pic above) as a successful example of environmental compliance on a new highway and bridge project. Balfour Beatty delivered this segment on time with 713,603 manhours and not a single lost-time incident.

i. Quality Initiatives. Discuss Contractor’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. Balfour Beatty paid careful attention to the bridge deck grading, which resulted in minimal grinding required to achieve “rideability” requirements. Working closely with NCDOT, the team was one of the first in North Carolina to use an in-line laser inertial profilograph—an innovative piece of equipment used to measure surface roughness. The bridges now offer travelers an exceptionally smooth and comfortable ride. Project underrun cost and was on schedule.

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

N/A

WORK HISTORY AND QUALITY FORM – DESIGNER: Michael Baker International, 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 Michael Baker’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 Michael Baker (in thousands)
Name: I-85 Widening Design-Build, Phase 3 Location: Cherokee County, SC	Name: Michael Baker International, Inc. Lead Designer	Name of Owner: SCDOT Project Manager: Bradley Reynolds, PE Phone: 803-737-1440 Email: reynoldssbs@scdot.org	Professional Services: 11/2022 Construction: 11/2022 (est.)	\$181,700	\$12,000
g. Narrative describing the work performed by Michael Baker.					
<p>Michael Baker is serving as the lead design firm on a design-build project to improve an eight-mile-long section of I-85. The project will widen I-85 from four to six lanes beginning at the Broad River bridge (MM 98) and ending just north of US 29 (Exit 106) at approximately MM 106 in Cherokee County. Interchanges will be improved at S-11-83, SC 5/198, S-11-99, and US 29. The overpass bridges at Norfolk Southern railroad crossing will be replaced to provide greater horizontal clearances and meet current design requirements.</p> <p>Michael Baker is providing roadway, bridge, and drainage design, environmental permitting, right-of-way acquisition, and utility coordination. Roadway design criteria for this project include the preparation of roadway geometric designs using standards that are most appropriate based on design speed, functional classification, design traffic volumes, right-of-way, and aesthetics. The design elements will include horizontal and vertical alignments, lane widths, shoulder widths, median widths, sight distance, clear zone, cross slopes, and side slopes. Additional intersections, ramps, and roadside barriers will be introduced as needed to support the widening project. Michael Baker's bridge design tasks include the replacement of the S-83, SC 5, S-99, and any other bridges determined necessary by design. These designs include retaining walls, box culverts and box culvert extensions, concrete median barriers, and bridge pier protection. Drainage design for this project includes the development of drainage best management practices, cross-line pipes and non-bridge sized culverts, ditch capacity and stability assessments, sediment and erosion control, stormwater quality and post-construction design and storm sewer systems. Michael Baker is required to avoid and minimize impacts to the environment during this project. Michael Baker is thus responsible for the preparation, revision, acquisition, and adherence to conditions of any permits required by federal, state, or local laws and regulations. In addition, Michael Baker is responsible for any modifications or revisions to the environmental document and permits that result from deviations in the project design and environmental impacts as stated in the environmental documents. Right-of-way services for this project include written appraisal, negotiation, acquisition, and relocation assistance services. Michael Baker is submitting the right-of-way plans for this project, which will include a roadway typical section, a strip map including property closures, a right-of-way data sheet, a roadway plan and profile, cross sections including sediments, basins, dams, and crosslines, clearing limits on plan view and cross sections, drainage features, existing right-of-way, and proposed right-of-way.</p>				<div><div>Similarities</div><div><div>✓</div>Roadway, interchange, and bridge design and construction</div><div><div>✓</div>Drainage design</div><div><div>✓</div>Environmental support and compliance</div><div><div>✓</div>Utility conflicts</div><div><div>✓</div>Right-of-way services</div><div><div>✓</div>Coordination with adjacent construction</div><div><div>✓</div>Key Individuals: Reneé Tison, Stephen Ross</div></div> <div><div>Offices Involved</div><div>Columbia, SC; Charleston, SC</div></div>	
<p>h. Self-Assessment. The information provided in this section should be a self-assessment of Michael Baker’s performance on the project to identify Michael Baker with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Michael Baker has records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</p> <p>This project is scheduled for completion in November 2022 and is currently on schedule. Michael Baker has been involved throughout the entire design, permitting, and construction of the project. The firm has worked closely with the contractor to resolve any field questions that arise to minimize and/or prevent any delays, claims, dispute proceedings, litigation, and arbitration. Weekly coordination meetings are held with the contractor to facilitate construction support issues, utility coordination, RFI’s, and shop drawing submittals.</p>					
<p>i. Quality Initiatives. Discuss Michael Baker’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>Michael Baker developed a detailed Design Quality Control Plan at the beginning of the project. This plan utilized a rigorous internal constructability review during final plan development as well as a third-party peer review to manage the quality control. These processes aided in cost control, schedule management and adherence, and avoidance of claims.</p>					
<p>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Michael Baker shall provide a detailed explanation below.</p>					
N/A					




WORK HISTORY AND QUALITY FORM – DESIGNER: Michael Baker International, 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 Michael Baker’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 Michael Baker (in thousands)
Name: US 68/KY 80 Replacement Bridges over Kentucky Lake Location: Marshall/Trigg County, Kentucky	Name: Michael Baker International, Inc.	Name of Owner: Kentucky Transportation Cabinet Project Manager: Michael McGregor, PE Phone: 270-898-2431 Email: mike.mcgregor@ky.gov	12/2013 12/2016	\$131,501	\$11,992
g. Narrative describing the work performed by Michael Baker.					
<p>Michael Baker provided engineering services for the preliminary and final design of the 3,600-linear-foot US 68/KY 80 replacement bridges over Kentucky Lake. Project services included bridge type selection, design of a three-span, 580-foot long continuous steel plate girder bridge over sensitive wetlands, complex design of a 550-foot basket-handled, steel tired-arch over navigable waterway, seismic design, vessel collision study, preparation of contract documents, support during advertisement, and shop drawing review. Project services included project management, surveys, right-of-way plans, line and grade for the roadway, design of the shared-use paths, structural design, environmental compliance, landscaping, and public and stakeholder involvement.</p> <p>The Eggners Ferry Bridge over Kentucky Lake and the Lawrence Memorial Bridge over Barkley Lake were constructed in 1932 and were raised when the Tennessee and Cumberland Rivers were impounded to create the lakes. Michael Baker designed an emergency 320-foot truss replacement for one span of the Eggners Ferry Bridge in 2012, when a cargo ship collided with the bridge.</p> <p>The selected bridge type for the Kentucky Lake Replacement Structure was a basket handle, tied-arch design. The new 550-foot-long, four-lane bridges feature 11-foot-wide lanes, four-foot-wide shoulders, and 10-foot-wide shared pedestrian and bicycle path, with a 60-foot minimum vertical clearance over the navigable waterway. The shared-use paths connect with the pedestrian and bicycle paths around the lakes and underpasses so that pedestrians and cyclists will be able to follow the trails without having to cross four lanes of traffic on US 68.</p> <p>Michael Baker performed finite-element modeling of structural details, including the arch-rib and tie-girder cable connections, knuckle joints, floor beams, and lateral bracing. Michael Baker developed final design plans for the main span of the replacement bridges, and as project manager for the Consultant Design Team, managed sub-consultant design of the approach spans, roadway, and environmental disciplines.</p>				<div><div>Similarities</div><div><div>✓ Replacement bridge design</div><div>✓ Sensitive wetlands</div><div>✓ Seismic design</div><div>✓ Right-of-way services</div><div>✓ Public and stakeholder involvement</div><div>✓ Key Individuals: Stephen Ross</div></div><div>Offices Involved</div><div>Columbia, SC</div></div>	
<p>h. Self-Assessment. The information provided in this section should be a self-assessment of Michael Baker’s performance on the project to identify Michael Baker with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Michael Baker has records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</p> <p>Michael Baker adopted numerous cost-reducing measures, including 11-foot lanes, minimal shoulders, reduced barrier widths, and reduced multiuse path width. In addition, Michael Baker proposed a design in which the maximum practical amount of roadway causeway extended into the lakes.</p>					
<p>i. Quality Initiatives. Discuss Michael Baker’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>The basket handle, tiered-arch design of the twin bridges is the first of its kind in Kentucky, forming signature gateways at the eastern and western entrances to the Land Between the Lakes and adding new landmarks in Kentucky’s Western Waterland region.</p> <p>Project Awards: 2019 ACEC National Recognition Award; 2019 ACEC Kentucky Grand Conceptor Award</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Michael Baker shall provide a detailed explanation below.					
N/A					



WORK HISTORY AND QUALITY FORM – DESIGNER: Dewberry Engineers, 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 Dewberry’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 Dewberry (in thousands)
Name: I-64 Capacity Improvements Segment III, Design-Build Location: York County, VA	Name: Shirley Contracting Company LLC	Name of Owner: Virginia Department of Transportation Project Manager: Janet Hedrick, PE Phone:757-9563071 Email: janet.hedrick@vdot.virginia.gov	12/2017 9/2021	\$182,767	\$9,697
g. Narrative describing the work performed by Dewberry.					
<p>Dewberry’s scope included updated field surveys; wetland and stream delineations, environmental permitting, and permit monitoring; roadway engineering design; bridge structural designs; hydrologic and hydraulic analysis for Queens Creek; drainage and stormwater management design; traffic engineering design including an interchange traffic signal, signing & marking, ITS, and temporary traffic control design; and public outreach.</p> <p>The project included widening I-64 from four- to six-lanes for approximately 8.3 miles; widening I-64 bridges over Lakeshead Drive and the Colonial Parkway; demolition and replacement of the 900-foot bridges over Queens Creek; interchange auxiliary lane improvements at the Route 199 and Route 143 Interchanges; stormwater management improvements; drainage improvements and adequate outfall channel enhancements; noise barrier analysis, design, and construction; and public outreach.</p> <p>Design of the improvements was coordinated with the ongoing I-64 Segment II project, which was under construction but not yet completed. Since the existing pavement was required to be completely demolished and replaced, the horizontal alignment of the eastbound and westbound lanes was adjusted where possible to minimize impacts to existing ITS facilities, adjacent properties, and environmentally sensitive areas including Queens Lake, Queens Creek, and the associated contributing channels and streams. Advance temporary traffic control plans were developed and approved, allowing construction to start while final right-of-way and construction plans were completed and approved concurrently with initial construction activities. Extensive public outreach occurred for proposed noise barriers, coordination with the National Park Service for work over and on The Colonial Parkway, and with Camp Peary, a secure government property located immediately adjacent to westbound I-64. As the Lead Designer, Dewberry was responsible for the completion of all engineering. Dewberry also completed all design field surveys and environmental permitting and documentation. Dewberry oversaw sub-consultant services to complete updated aerial mapping, utility designations and test pits, geotechnical investigations and recommendations, noise analysis, and pipe video inspections.</p>				<div>Similarities<ul style="list-style-type: none">✓ Design-build delivery✓ Bridge construction in tight workspace✓ Adjacent project coordination✓ Geotechnical challenges✓ Environmental permitting and strict compliance monitoring✓ Storm drainage and SWM pond facilities✓ MOT operations minimizing congestion✓ Key Individuals: N/A - no Key Individuals are included in this SOQ from Dewberry</div> <div>Offices Involved<p>Fairfax, VA; Richmond, VA</p></div>	
h. Self-Assessment. The information provided in this section should be a self-assessment of Dewberry’s performance on the project to identify Dewberry with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Dewberry has records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>Dewberry implemented several innovative design solutions including the development of an alternate roadway alignment that minimized the amount of temporary shoulder strengthening since the existing pavement would be reconstructed. Additionally, they developed profiles that minimized temporary wedge overlay required on the existing pavement to maintain pavement drainage, resulting in reduced construction costs. Roadside ditch grading on the outsides of I-64 was designed to minimize excavation over the existing ITS conduit, allowing a majority of it to be salvaged and reused, thereby reducing construction costs. The Queens Creek Bridge design and associated temporary traffic control configurations were also modified, resulting in one less stage of construction and one less temporary traffic switch. These solutions minimized nighttime construction work, representing a safety improvement for the team’s field and inspection staff, and reduced impacts to the traveling public. Design plans and construction were completed on time.</p>					
i. Quality Initiatives. Discuss Dewberry’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>Phasing of the I-64 bridge replacements over Queens Creek required the development of multi-phased temporary traffic control plans and traffic “cross-overs” so that the new bridges could be completed in three stages while avoiding the secure Camp Peary property and minimizing environmental and wetland impacts. A temporary causeway was implemented in the median of I-64 to facilitate construction, and temporary cross-over locations were located to accommodate the vertical profile adjustment required for both bridges. Bridge abutment and pier locations were designed to avoid conflicts with existing piers which would be removed in later construction stages. Dewberry developed an Advance Temporary Traffic Control plan set to allow construction to start prior to the approval of final construction plans. Starting construction earlier, concurrent with design, helped achieve the early completion deadline of June 26, 2021, and earn the full “No Excuse” Incentive.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Michael Baker shall provide a detailed explanation below.					
N/A					

APPENDIX C

WORK HISTORY AND QUALITY FORM

CONTRACTOR/DESIGNER (SECTION 3.5.2)



Balfour Beatty Infrastructure and Michael Baker, do not answer ‘yes’ to any of the questions in Section 3.5.2 for transportation projects in the last five years. As a large multi-national business Balfour Beatty does have non-transportation affiliates focused businesses that have had commercial and legal issues that are not related to Balfour Beatty’s Southeast Region.

No individual or firm proposed has been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity or are any such actions pending against them within the last five years.

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

APPENDIX D

LEGAL AND FINANCIAL



May 17, 2022

Balfour Beatty Infrastructure, Inc.
3314 Jaeckle Drive
Wilmington, NC 28403
910.452.1145
www.balfourbeattyus.com

South Carolina Department of Transportation
955 Park Street, Room 101 (302,421)
Columbia, South Carolina 29201

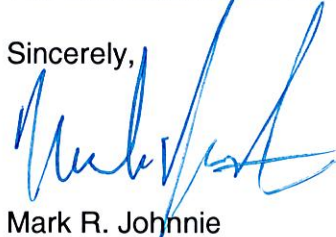
RE: SCDOT | Design-Build Project
I-20 over Wateree River Bridge Replacement and Swamp Overflow Bridge Rehabilitations
Kershaw County, South Carolina
Contract ID 2847360

To Whom It May Concern:

I, Mark Johnnie, Region Manager and VP of Balfour Beatty Infrastructure, Inc., declare that Balfour Beatty Infrastructure, Inc., as Proposer, has the financial capacity and the resources necessary to complete the Project known as SCDOT Contract ID 2847360 - I-20 over Wateree River Bridge Replacement and Overflow Bridge Rehabilitations Kershaw County, South Carolina as proposed in the RFQ dated May 11, 2022.

You can reach me at the number listed above with any questions or concerns.

Sincerely,



Mark R. Johnnie
VP & Region Manager

On May 18th 2022, 2022, before me, April M. Hansley, a Notary Public, personally appeared Mark R. Johnnie, personally known to me to be the person whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his/her authorized capacity, and that by his/her signature on the instrument, the entity upon behalf of which the person acted, executed the instrument.

WITNESS my hand and official seal.



April M. Hansley
My Commission Expires
June 11, 2023



May 18, 2022

South Carolina Department of Transportation
955 Park Street, Room 101
Columbia, SC 29201

RE: I-20 over Wateree River Bridge Replacement and Overflow Bridge Rehabilitations

Ladies and Gentlemen:

Balfour Beatty Infrastructure, Inc. requests consideration to provide for their services for the referenced project. They have asked us to provide the following evidence of their bonding capacity.

Travelers Casualty and Surety Company of America serves as the lead surety for **Balfour Beatty Infrastructure, Inc.** in a co-surety for a program arranged with the following sureties: Travelers Casualty and Surety Company of America with an A.M. Best Rating of A++ XV, Fidelity and Deposit Company of Maryland (a subsidiary of Zurich Financial Services Group) with an A.M. Best Rating of A XV and Liberty Mutual Insurance Company with an A.M. Best Rating of A XV. Each of these sureties is admitted and licensed to do business in all fifty states, as well as serving as an integral part of the overall co-surety program for **Balfour Beatty Infrastructure, Inc.**

This is to advise that as co-surety partners, we have approved bonds on individual projects in excess of \$300,000,000 with a total aggregate bond limit established at \$5,500,000,000. Based on the information provided at this time, we believe adequate backlog and bonding capacity remains for **Balfour Beatty Infrastructure, Inc.**

Please understand that authorizations or approval of any bonds are subject to our standard underwriting at the time of the individual bond request, including a review of acceptable bond forms, contract financing, contract terms, and other standard underwriting considerations.

Our consideration and issuance of bonds is a matter solely between **Balfour Beatty Infrastructure, Inc.** and ourselves, and we assume no liability to third parties or to you by the issuance of this letter.

Sincerely,

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

Noah William Pierce
Attorney-in-Fact



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

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Noah William Pierce**, of **Hartford, Connecticut**, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **3rd** day of **February**, 2017.



State of Connecticut

City of Hartford ss.

By:

Robert L. Raney

Robert L. Raney, Senior Vice President

On this the **3rd** day of **February**, 2017, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed 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 hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, 2021



Marie C. Tetreault

Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

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

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

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

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

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 18th

day of May

, 2022



Kevin E. Hughes

Kevin E. Hughes, Assistant Secretary

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



Columbia, South Carolina

**SOUTH CAROLINA DEPARTMENT
OF
TRANSPORTATION**

PRIME CONTRACTOR

PREQUALIFICATION CERTIFICATE

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

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

BALFOUR BEATTY INFRASTRUCTURE, INC.

Vendor ID: 1BA013

Issued : April 12, 2022

Expires: March 31, 2023

Approved By: *Marcia A. DeWitt*
Prequalification Coordinator

APPENDIX E

ORGANIZATIONAL CONFLICT OF INTEREST



DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

☒ Determined that no potential organizational conflict of interest exists.

☐ Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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



Signature

5-17-2022
Date

MARK JOHNNIE

Print Name

BALFOUR BEATTY

Company

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

Name

Phone

Company

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

- ☒ 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

5/16/2022

Date

Reneé Tison, PE

Print Name

Michael Baker International, Inc.

Company

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

Name

Phone

Company

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

- ☒ 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):

Dave Mahoney
Signature
Dave Mahoney
Print Name
Dewberry Engineers Inc.
Company

5/18/2022
Date

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

Name

Phone

Company

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

X Determined that no potential organizational conflict of interest exists.

_____ Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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

Matthew Lewis
Silveston, P.E.

Digitally signed by Matthew Lewis Silveston,
P.E.
DN: cn=Matthew Lewis Silveston, P.E., c=US,
o=Insight Group, LLC,
email=Matt.Silveston@InsightGrp.com
Reason: I attest to the accuracy and integrity of
this document
Date: 2022.05.16 15:30:05 -04'00'

Signature

May 16, 2022
Date

Matthew Lewis Silveston, P.E.

Print Name _____

Insight Group, LLC

Company

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

Name

Phone

Company

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

☒ 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

05/18/2022
Date

Marion Harding Weatherford, Jr.
Print Name

IPW Construction Group, LLC
Company

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

Name

Phone

Company

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

 X Determined that no potential organizational conflict of interest exists.

 Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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

Heather M. Robbins
Signature

05/18/2022
Date

Heather Marie Robbins
Print Name

Robbins & DeWitt, LLC
Company

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

Name

Phone

Company

APPENDIX F

CONFIDENTIAL OR PROPRIETARY INFORMATION SUMMARY LIST



This SOQ submittal does not contain any confidential or proprietary information.

APPENDIX G

ADDENDUM RECEIPT FORM



NOTICE OF RECEIPT

**I-20 over Wateree River Bridge Replacement
and Swamp Overflow Bridge Rehabilitations
Design-Build Project Design-Build – Contract
ID 2847360
Kershaw County**

Addendum 1

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

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

Confirmation Statement:

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

Keith Nixon
PROPOSER's Signature

5/31/22
Date

KEITH NIXON
Printed Name

For: BALFOUR BEATTY
Design-Build Team Name



APPENDIX H

KEY INDIVIDUAL AND CONTRACTOR/ DESIGNER REFERENCE FORMS



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
jmparker@ncdot.gov	Michael	Parker	Jason Schuster	Fayetteville Outer Loop	Project Manager	Balfour Beatty
dgwaugh@ncdot.gov	Daniel	Waugh	Jason Schuster	Military Cutoff Project	Project Manager	Balfour Beatty
dgwaugh@ncdot.gov	Daniel	Waugh	Jason Schuster	Wilmington Bypass	Project Engineer/Project Manager	Balfour Beatty
johnny.metcalf@ice-eng.com	Johnnie	Metcalf	Jason Schuster	Trent River Bridge Project	Project Engineer	Balfour Beatty
BerryWK@dot.state.sc.us	Kyle	Berry	Jason Schuster	SC 917 Little Pee Dee River Bridges	Project Manager	Balfour Beatty
reynoldsbs@scdot.org	Bradley	Reynolds	Reneé Tison, PE	I-85 Widening Design-Build	Phase 3 Deputy Project Manager	Michael Baker
mattoxjh@scdot.org	Jae	Mattox	Reneé Tison, PE	I-26 Widening and Rehabilitation Design-Build	Project Manager	Michael Baker
sarah.williams@kershaw.sc.gov	Sarah	Williams	Reneé Tison, PE	Wildlife Road Design-Build Bridge Replacement	Project Manager	Michael Baker
isgettre@scdot.org	Robbie	Isgett	Reneé Tison, PE	US 17 (ACE Basin) Improvements	Project Manager	Michael Baker
kenyon.warbritton@modot.mo.gov	Ken	Warbritton	Reneé Tison, PE	Safe and Sound Bridge Improvement Project	Task Manager	Michael Baker
reynoldsbs@scdot.org	Bradley	Reynolds	Stephen Ross, PE	I-85 Widening Design-Build	Lead Structural Engineer	Michael Baker
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chandlernr@scdot.org	Nathalia	Chandler	Stephen Ross, PE	US 378 Replace Bridge over the Lynches River	Lead Structural Engineer	Michael Baker
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jmparker@ncdot.gov	Michael	Parker	Frank Hawkins	Fayetteville Outer Loop	Structures Superintendent	Balfour Beatty
Jackson.Provost@summitde.net	Jackson	Provost	Frank Hawkins	US 17 Maysville Bypass (R-2514B, C&D)	Structure Superintendent	Balfour Beatty
Bgibbs@dot.ga.gov	Brian	Gibbs	Frank Hawkins	Fall Line Freeway	Structure Superintendent	Balfour Beatty



Email	First Name	Last Name	Company Name	Project Name	Team
jmparker@ncdot.gov	Michael	Parker	Balfour Beatty	I-295 Fayetteville Outer Loop: Camden Road to I-95 (U-2519AA+BB) Design-Build	Balfour Beatty-STV Engineers, Inc.
Jackson.provost@summitde.net	Jackson	Provost	Balfour Beatty	US 17 Maysville Bypass (R-2514B, C&D)	Balfour Beatty
kgbowen@ncdot.gov	Kevin	Bowen	Balfour Beatty	I-140 Wilmington Bypass (R-2633B)	Balfour Beatty
reynoldssbs@scdot.org	Bradley	Reynolds	Michael Baker	I-85 Widening Design-Build, Phase 3	Michael Baker
mike.mcgregor@ky.gov	Michael	McGregor	Michael Baker	US 68/KY 80 Replacement Bridges over Kentucky Lake	Michael Baker
janet.hedrick@vdot.virginia.gov	Janet	Hedrick	Dewberry	I-64 Capacity Improvements Segment III, Design-Build	Shirley Contracting Company LLC-Dewberry
vgilpin@jtafla.com	Victor	Gilpin	Michael Baker + Balfour Beatty	Jacksonville Regional Transportation Center	POND/Michael Baker
Jie.Gu2@la.gov	Jie	Gu	Michael Baker + Dewberry	Louisiana Watershed Initiative Region 6 TO 2	Michael Baker
reynoldssbs@scdot.org	Bradley	Reynolds	Michael Baker + IPW	I-85 Widening Design-Build	Michael Baker
isgettre@scdot.org	Robbie	Isgett	Michael Baker + Insight	US 17 (ACE Basin) Improvements	Michael Baker
fcarson@berkeleycountysc.gov	Frank	Carson	Michael Baker + Hart Weatherford (now with IPW) + Heather Robbins (now with Robbins & DeWitt)	I-26 Corridor Project	Michael Baker



Balfour Beatty

Michael Baker

I N T E R N A T I O N A L

Balfour Beatty Infrastructure, Inc.
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