

STATEMENT OF QUALIFICATIONS



# I-95 Bridge Replacement over Lake Marion

Design-Build Project

Project ID P041130  
*Clarendon and Orangeburg Counties*



Submitted by:



November 4, 2024



# NAVIGATION

For ease of reference and navigation,

[Blue Bold Underlined Text](#) indicates links to various items in the Appendix.



## Easily Navigate to Previous View:

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## STATEMENT OF QUALIFICATIONS

### INTRODUCTION (RFQ 3.2)

**Contracting Entity (3.2.1):** United Infrastructure Group, Inc. (United) has joined forces with Traylor Bros., Inc. (Traylor) to form the United Traylor Joint Venture (UTJV) to serve as the Contracting Entity for the I-95 Bridge Replacement over Lake Marion (the “Project”). The Project will be managed from United’s Great Falls Operations Headquarters.

**Contracting Entity**  
United Traylor Joint Venture  
*Authority to Sign:*  
Michael Grey, PE  
5562 Pendergrass Blvd  
Great Falls, SC 29055  
704-201-8935 (M)  
[mike.grey@uig.net](mailto:mike.grey@uig.net)

### Proposer Points of Contact (3.2.2):

 <p><b>Michael Grey, PE</b> 5562 Pendergrass Blvd Great Falls, SC 29055 704-201-8935 (M) <a href="mailto:mike.grey@uig.net">mike.grey@uig.net</a></p>	 <p><b>Cameron Nations, PE, DBIA</b> 110 Midlands Court West Columbia, SC 29169 803-331-6284 (M) <a href="mailto:cameron.nations@ice-eng.com">cameron.nations@ice-eng.com</a></p>
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**Full Legal Firm Names (3.2.3):** The full legal name of the Lead Contractor: **United-Traylor JV**. The full legal name of the Lead Designer: **Infrastructure Consulting & Engineering, LLC**.

### Unique Entity ID (3.2.4):

Primary Contractor, JV	United Infrastructure Group, Inc. .... Traylor Bros., Inc. ....	NRMTAY2LZBP5 K8SPBFNM9D7
Primary Designer	Infrastructure Consulting & Engineering, LLC .....	JL1KHGKFCVF6

**Commitment Statement (3.2.5):** All Key Individuals required by the RFQ are shown in the Organizational Chart (Project Manager – William Johnson, Lead Design Engineer – Cameron Nations, PE, DBIA, Lead Structural Engineer - Rafi Jamaluddin, PE, and Construction Manager – Jeremy Goings). These individuals are fully committed to meeting SCDOT’s expectations and are fully available for the duration of the Project.



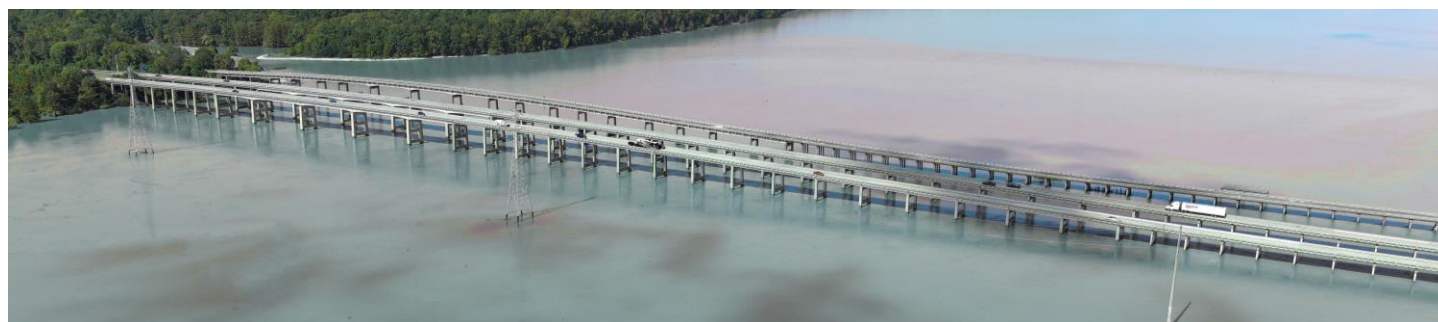
**James E. Triplett, PE**  
CEO  
United Infrastructure Group, Inc.



**C. John Meagher**  
Vice President and Division Manager  
Traylor Bros., Inc.



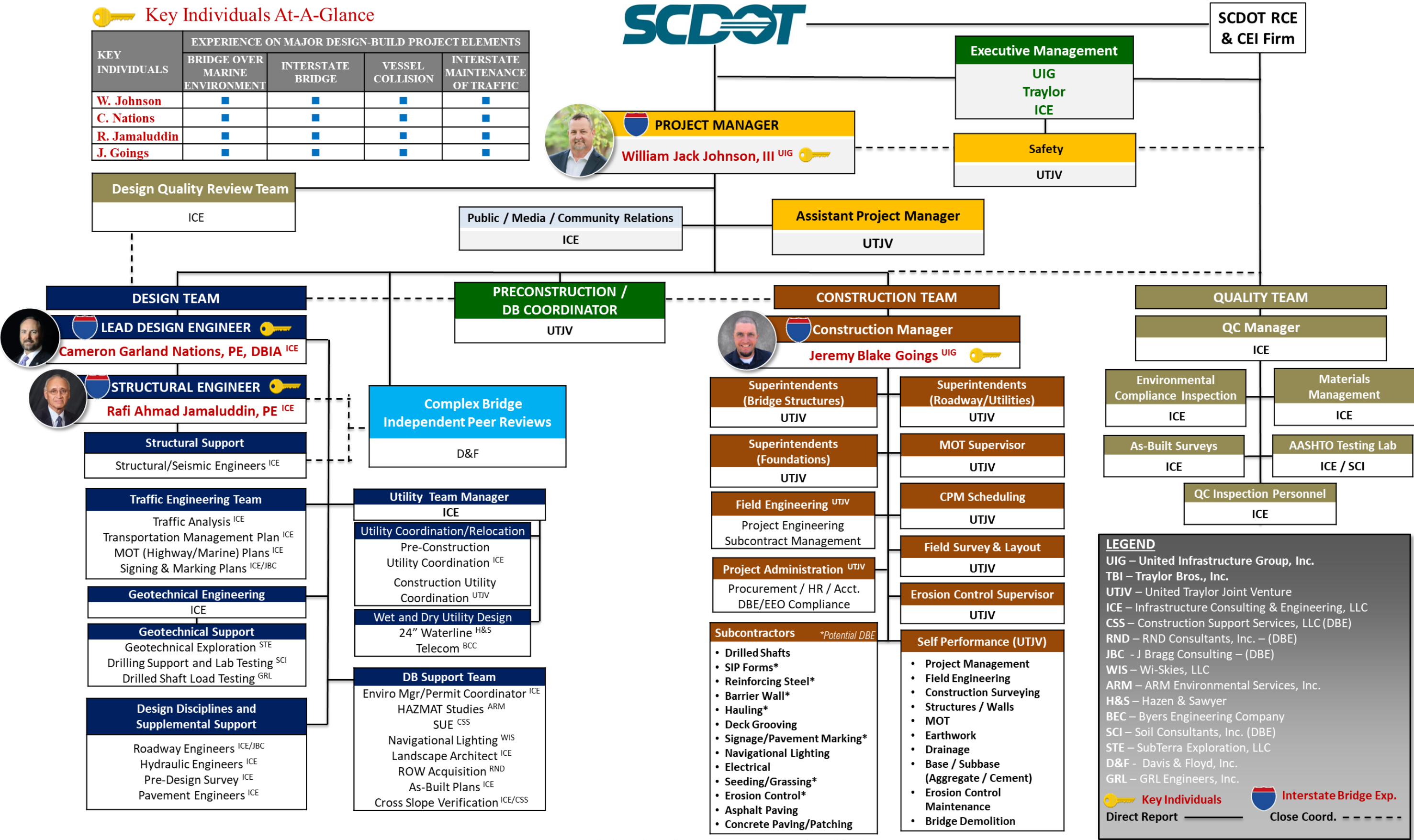
**Elham Farzam, PE**  
President/CEO, Infrastructure  
Consulting & Engineering, LLC





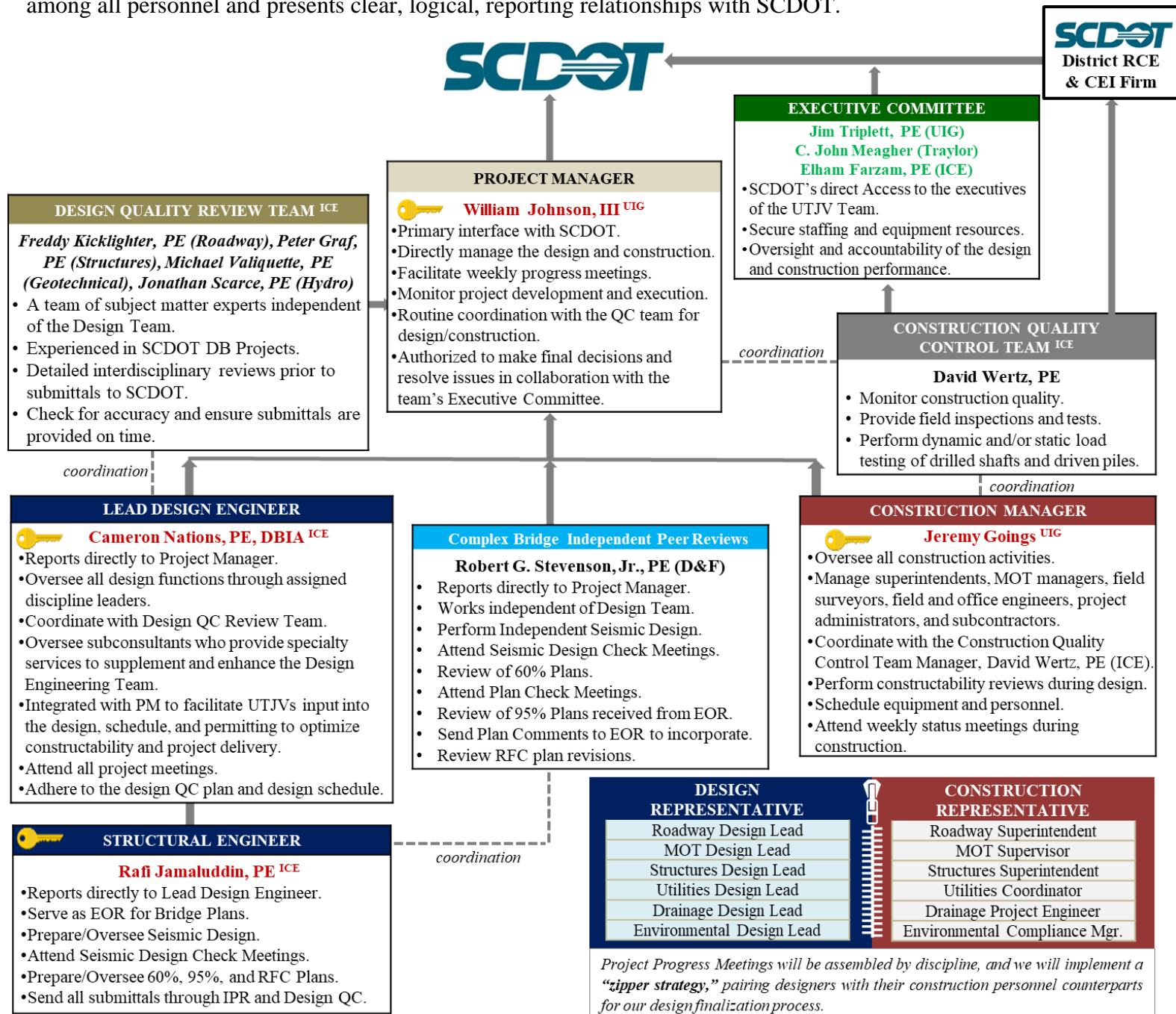
TEAM STRUCTURE AND PROJECT EXECUTION (3.3)

Organizational Chart, Team Structure, and Team Integration (3.3.1):





**Significant Functional Relationships:** The UTJV has been optimized to facilitate timely and effective communication among all personnel and presents clear, logical, reporting relationships with SCDOT.



**Previous Working Relationships:** United, Traylor, ICE, and all Key Individuals have established working relationships and extensive design-build experience on similar projects, as demonstrated in Table 3.3.1. The collaboration between United, Traylor, and ICE team members dates to the late 1990s, prior to the formation of ICE, beginning with one of SCDOT's first DB projects, Conway Bypass. Also, our teaming for the complex \$487 Million MoDOT Safe and Sound Bridge Improvement Program demonstrates an exemplary case of United and Traylor's successful strategic teaming, partnership, and collaboration, having completed the project 14 months ahead of schedule.

The complexity of the I-95 Bridge Replacement over Lake Marion dictated the need for a robust construction team with unique capabilities. Traylor and ICE again joined forces with United to bring together a wealth of expertise, resources, and innovative engineering solutions to deliver the project. United has a long history of 22 design-build projects with ICE (20 shown + 2 projects with Charleston County, PCP II & JDB) and has consistently relied upon ICE's design expertise to develop innovative and efficient solutions to meet project specifications and SCDOT expectations.

<b>Table 3.3.1</b> List of Prior Working Relationships Project Owner & Name   Duration Dates		REF (*)	UIG	TBI	ICE	Key/Other
SCDOT Conway Bypass   1998-2000		1	✓	✓	✓**	SE
VDOT Rte. 288 & James River Bridge   2001-2004		2	✓	✓		Exec.
MoDOT Safe & Sound Bridge Replacements   2009-2012		3	✓	✓	✓**	LDE**, CM
SCDOT District 4 Bridge Replacements   2009-2010		4	✓		✓	Exec.
SCDOT SC 150 Emergency Bridge   2011		5	✓		✓	Exec.
SCDOT Package C Bridge Replacements   2012-2014		6	✓		✓	Exec.
SCDOT Package D Bridge Replacements   2012-2014		7	✓		✓	SE
Beaufort Co. Perryclear Bridge Replacement   2014-2015		8	✓		✓	SE
SCDOT Port Access Road Pursuit   2015-2016		9	✓	✓	✓	SE
SCDOT Package E Bridge Replacements   2015-2018		10	✓		✓	LDE**, SE
SCDOT US 176 Bridge over Cannons Creek   2015-2016		11	✓		✓	SE
SCDOT Emergency Bridge Package 4   2016		12	✓		✓	SE
SCDOT US 21 Bridge over Harbor River   2018-2021		13	✓		✓	PM,SE
SCDOT Emergency Bridge Package 2018-1   2019		14	✓		✓	SE
NCDOT Monroe Bypass/Connector 2015-2019		15	✓		✓	CM
SCDOT Emergency Bridge Package 2018-2B   2019		16	✓		✓	SE
SCDOT I-26 Widening (MM 85-101)   2019-2022		17	✓		✓	SE,CM
SCDOT US 15 over Indian Field Swamp Bridge   2020		18	✓		✓	SE
Mauldin Bridgeway Station Ped Bridge   2020-2023		19	✓		✓	SE
SCDOT Carolina Crossroads Phase 1   2020-In Progress		20	✓		✓	Exec.
SCDOT Carolina Crossroads Phase 2   2021-In Progress		21	✓		✓	Exec.
(**) Personnel Experience with Previous Firm (*) References are provided in <a href="#">Appendix H</a> PM-Project Manager, LDE-Lead Design Engineering, SE-Structural Engineering CM-Construction Manager, Exec-Executive Committee						

### **Project Resources, Strategies, and Execution (3.3.2):**

**Team's Capacity and Available Resources:** In addition to the Lead Design Engineer and Lead Structural Engineer, ICE has committed to providing 17 additional licensed engineers (six structural, four roadway, four hydrology/hydraulic, and three geotechnical / foundation), and a minimum of eight senior designers and CADD technicians, as well as necessary environmental specialists, surveyors, and utility coordinators dedicated to this Project. Committed construction and design engineering resources are shown in Table 3.3.2.

<b>Table 3.3.2</b> Key Role / Position	Firm	Total (Firm)	Available (2026)	Required (Project)
<b>Project Manager</b>	UTJV	22	7	1
<b>Construction Manager</b>	UTJV	19	6	1
<b>Lead Design Engineer</b>	ICE	12	4	1
<b>Structural Engineer</b>	ICE	10	8	1
Critical Role / Position	Firm	Total	Available	Required
Asst. Project Manager	UTJV	14	6	1
Project Engineer	UTJV	56	15	6
Superintendents	UTJV	39	18	6
Structure Crews	UTJV	50	25	12
Grading/Drainage Crews	UTJV	15	8	4
Demolition Crews	UTJV	10	10	5
Structural/Seismic Eng.	ICE	38	12	6
Roadway Engineers	ICE	44	14	4
Hydraulic Engineers	ICE	27	10	4
Geotech Engineers	ICE	28	12	3
Utility Coordination	ICE	8	4	1
Env./Mitigation Coord.	ICE	7	3	2
Sr. Designer / CADD	ICE	34	16	8
Drilling	STE/SCI	8 crews	4 crews	2 crews
Pre-Design Surveys	ICE/CSS	6 crews	3 crews	1 crew



United has more than 70 fully equipped crews company-wide (50 structural, 15 roadway, and 10 demolition). Of these, 20 structural, 8 roadway, and all necessary demolition will be available when construction begins in mid-2026. Additionally, United owns more than \$100 Million in equipment.

Traylor will complement the project with staff and a fully

equipped, ready-to-mobilize barge and crane fleet from the massive Howard Frankland project, which showcases the resources available to manage and construct a major marine bridge. Traylor also owns additional equipment necessary to fully support the construction and can assign additional equipment from their \$300 million equipment fleet.

**Strategy for Implementation of Resources:** As a fully integrated Joint Venture, UTJV will execute the project as a unified entity and work items will not be divided among the companies. UTJV will self-perform the major aspects of the construction work associated with this Project as identified below and in the organization chart. Self-performance enhances our ability to manage quality and safety standards and minimizes risks associated with subcontracting. Our ability to self-perform key operations, from foundations through superstructure, provides greater project control and enables the opportunity for SCDOT to recognize cost and schedule savings. At this stage, UTJV does not intend to name any construction subcontractors. Instead, we plan to solicit subcontractors once the design is further developed, allowing us to select the most qualified partners for specific project needs. As the Lead Design Engineer, ICE will self-perform the tasks in the list provided with supplemental services to be performed by specialty subconsultants.

**UTJV OWNS THE EQUIPMENT NECESSARY TO CONSTRUCT THIS PROJECT.**


85

TOTAL CRANES

283

TOTAL BARGES



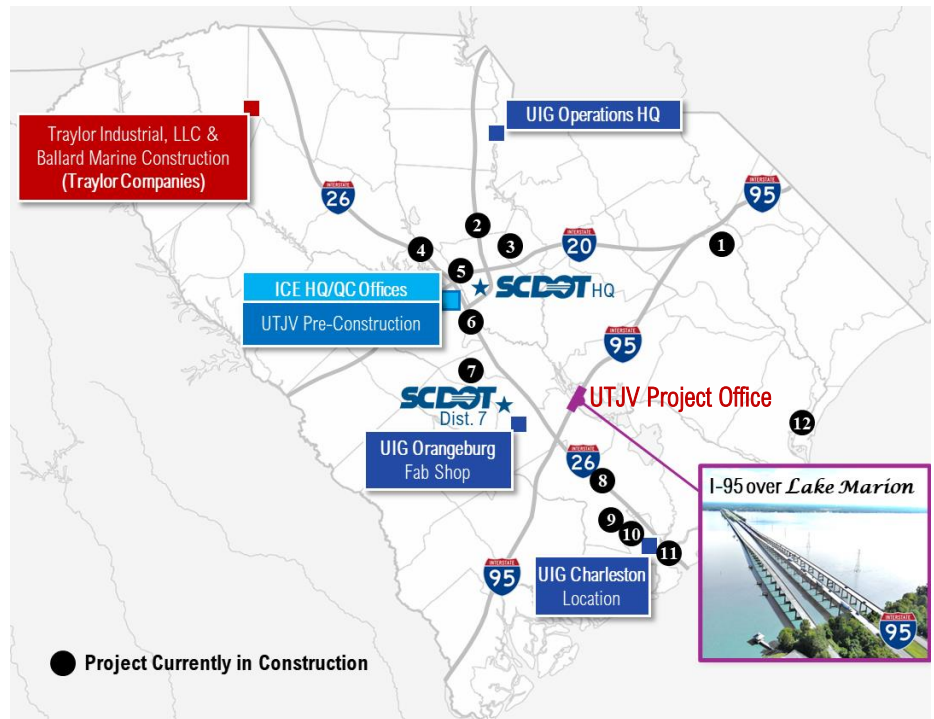
UTJV - Fully Integrated Role / Self-Perform Tasks	Lead Engineer ICE Self-Perform Tasks	Subconsultants Supplemental/Support Services
 <ul style="list-style-type: none"> <li>Project Management</li> <li>Project Engineering</li> <li>Construction Engineering</li> <li>Construction Surveying</li> <li>Structures / Walls</li> <li>MOT</li> <li>Earthwork</li> <li>Drainage</li> <li>Base/Subbase</li> <li>Erosion Control Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Lead Design Engineer</li> <li>Structural Engineer</li> <li>Hydrology/Hydraulic Design</li> <li>Roadway Design</li> <li>Structural/Seismic Design</li> <li>Vessel Collision Design</li> <li>MOT (Highway/Marine)</li> <li>Geotechnical Engineering</li> <li>Traffic Engineering</li> <li>Utility Coordination</li> <li>Environmental Permitting/Compliance</li> <li>Design Quality Review</li> <li>Construction Quality Control</li> <li>Public/Media/Community Relations</li> </ul>	<ul style="list-style-type: none"> <li>CSS*: SUE &amp; Cross Slope Verification</li> <li>RND*: ROW Acquisition</li> <li>J. Bragg*: Roadway/Signing &amp; Marking Support</li> <li>SCI*: Drilling Support &amp; Lab Testing</li> <li>Wi-Skies: Navigational Lighting</li> <li>ARM Environmental: HAZMAT Studies</li> <li>Hazen &amp; Sawyer: 24" Waterline Design</li> <li>Byers Engineering: Telecom Utility Design</li> <li>SubTerra: Geotechnical Exploration</li> <li>GRL Engineering: Drill Shaft Load Testing</li> </ul> <p>UTJV Subconsultant:</p> <ul style="list-style-type: none"> <li>Davis &amp; Floyd: Complex Bridge Independent Peer Reviews</li> </ul> <p style="text-align: right; color: green;">*DBE</p>

## Geographical Location Benefits:

During Preconstruction, [Project Manager, William Johnson](#) will coordinate weekly with ICE in their West Columbia office, less than six miles from SCDOT Headquarters, where they will unify and integrate the team to ensure effective communication, as well as immediately resolve issues. Likewise, they will collaborate integrally with the SCDOT D7 Construction Office (only 45 miles from ICE's Corporate Office) and will lead routine coordination meetings. During Construction, in addition to the Project Manager, [Construction Manager, Jeremy Goings](#), will actively participate in weekly coordination meetings at SCDOT's construction offices. He will also arrange on-site meetings with the appropriate people to quickly review and resolve any issues that arise.

Many of UTJV's superintendents, foremen, and workers who will be involved have worked on similar projects in and near District 7 and are familiar with SCDOT's

staff, work requirements, and project environs. In fact, United and ICE delivered the S-50 over I-26 in Orangeburg County and the US 15 over Indian Field Swamp in Dorchester County as emergency bridge replacement projects. United has further strengthened their presence by establishing a permanent Lowcountry office in North Charleston in addition to operating a structural fabrication shop in Orangeburg. The schedule above illustrates some of United's and Traylor's projects currently in progress with completion dates. **The crews currently working on these and other projects will be available to mobilize as needed to the I-95 Bridge over Lake Marion project upon completion.**



		2024			2025			2026		
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Project In Progress		Resources								
1	Florence Boulevard Road	2 Crews								
2	NSRR over I-77	4 Crews								
3	Kershaw Bridges	3 Crews								
4	I-26 Widening (MM 85-101)	5 Crews								
5	CCR 1 & 2	12 Crews								
6	I-26 Dixiana	4 Crews								
7	US 301 N & S Edisto	5 Crews								
8	I-26 Widening – Berkeley	4 Crews								
9	Palmetto Commerce Parkway	2 Crews								
10	Berlin G. Myers	5 Crews								
11	Drayage Road	2 Crews								
12	US 17 Waccamaw	6 Crews								
	GDOT SR 4 Toombs	4 Crews								
	GDOT I-16/I-75	6 Crews								
	FDOT Howard Frankland Bridge	3 Crews								

*I-95 over Lake Marion – Anticipated Construction Start*



## EXPERIENCE OF KEY INDIVIDUALS (3.4)

*Resumes demonstrating relevant experience of our Key Individuals, are included in [APPENDIX A](#).*



### Project Manager William Johnson, III

(United) will be the primary person in charge

of and responsible for Project delivery, with

full authority to make final decisions and

responsibility for managing the contract with SCDOT. He

will be the primary point of contact and will attend/lead all

regularly scheduled meetings. William has 32 years of

progressive experience and expertise in the management of

highway transportation projects. He will fulfill all Project

Manager duties specified in the RFQ and will manage this Project with a hands-on approach reporting project delivery

metrics to SCDOT and the UTJV's Executive Committee.

### Featured Project Experience

- US 21 over Harbor River (DB)
  - High-Level Fixed-Span Bridge over Navigable Waterway
- I-26/I-75 Corridor Improvement Ph 4&5
  - Interstate Bridge over Major Waterway
  - Multi-phase MOT
- US 1 SBL over Altamaha River
  - Fixed-span bridge over Navigable Waterway
- Carolina Bays Pkwy (Deck Replacement)
  - Bridge over Navigable Waterway



### Lead Design Engineer Cameron Nations,

PE, DBIA (ICE) will oversee and be

responsible for all aspects of the Project

design. Cameron has over 24 years of

comprehensive design and project management experience,

specializing in Design-Build and Design-Bid-Build surface

transportation projects. His career began with a strong

foundation in structural engineering, notably serving as the

Engineer of Record for over 100 new and replacement

highway and railroad bridges. Over the years, Cameron has

transitioned his focus to procuring and managing large-

scale interstate widening/rehabilitation projects, multi-

million-dollar statewide bridge improvement programs, and

interstate interchange projects. Many of these projects involved the complex Design-Build procurement process due to

their size and intricacy.

### Featured Project Experience

- I-95 over Lake Marion DB Prep
  - High-Level Bridge over Navigable Waterway
- I-85 Widening MM 77-98
  - Interstate Widening / Interstate Bridge
- MoDOT Safe & Sound Bridge Improvement Program
  - Similar Const. Value-\$487M & Bridges over Water
- I-26 Widening MM 115-136
  - Interstate Widening / Interstate Bridge
- US 378 over Little Pee Dee
  - Bridge over Navigable Water/Seismic
- US21 (Sea Island Pkwy) over Johnson Creek
  - Bridge over Navigable Water/Seismic
- SC41 over Lynches River
  - Bridge over Navigable Water/Seismic



In 2022-2023, while with a previous employer, Cameron served as the Deputy Project Manager for the Design-Build preparation for this I-95 Bridge Replacement over Lake Marion project through an alternative delivery on-call contract. The work involved topographical surveys, environmental studies, pedestrian (Palmetto Trail) evaluations, pipe inspections, vessel collision analysis, grant application, traffic analysis, and the conceptual road, bridge, hydrology, and geotechnical design for the three interstate alignment alternatives. SCDOT has provided written concurrence that there is no conflict of interest relative to Cameron's participation in this procurement. [Documentation is included in Appendix E.](#)



I-95 Bridge over Lake Marion



### [Structural Engineer Rafi Jamaluddin, PE](#)

[\(ICE\)](#), will oversee and be responsible for all aspects of the bridge design. He has far more

experience and expertise than the required minimum of 10 years in managing the design of highway transportation projects. Rafi has more than **50 years of relevant experience** designing numerous types of bridges and structures, as well

as seismic design, development and maintenance of design schedules and budgets, coordination of design disciplines, and construction management. Not only does his experience include recent SCDOT bridge replacement packages with United, but he was the **Lead Design Engineer on United's DB Team for the DBIA Award-winning US 21 Replacement Bridge over Harbor River in Beaufort County.** ▼

Featured Project Experience	
<ul style="list-style-type: none"> <li>• US 21 over Harbor River Bridge                             <ul style="list-style-type: none"> <li>○ 3,353' bridge over navigational waterway</li> <li>○ Cost Savings \$6M</li> </ul> </li> <li>• SC 9 over Catawba River                             <ul style="list-style-type: none"> <li>○ Bridge over Navigable Waterway</li> <li>○ 1,424' bridge with 170' Girders</li> </ul> </li> <li>• GDOT I-20/I/285 East Interchange                             <ul style="list-style-type: none"> <li>○ Complex Interstate Bridge Design</li> <li>○ Multi-phase MOT</li> </ul> </li> <li>• North Myrtle Beach Connector                             <ul style="list-style-type: none"> <li>○ 1010' Bridge over Navigable Waterway</li> </ul> </li> </ul>	  







### Construction Manager Jeremy Goings

(United) will be responsible for all aspects

of the Project's construction. He has been

with United for 17 years and has progressive experience and expertise in heavy civil, highway, and complex bridge construction. As a Construction Manager, Jeremy will "plan the work and work the plan" in close coordination with the Project Manager to deliver the Project safely, on time, and in accordance with the specifications. He will be dedicated

solely to the construction of this Project, will have no other project responsibilities, will not be utilized on any other projects, and will manage construction superintendents on-site during all construction activities.

### Featured Project Experience

- I-26 Widening (MM 85-101)
  - Multi-phase MOT
  - Interstate Bridges & Widening
- US 74 Monroe Bypass
  - Multi-phase MOT
  - 3 bridges
- MoDOT Safe & Sound Bridges
  - 554 Bridges
  - Bridges over Water
- I-520 Bobby Jones Expressway
  - Multi-phase MOT
  - Interstate Bridges & Widening
- I-520 Palmetto Parkway, Ph. II
  - 19 Interstate Bridges
  - Early Completion



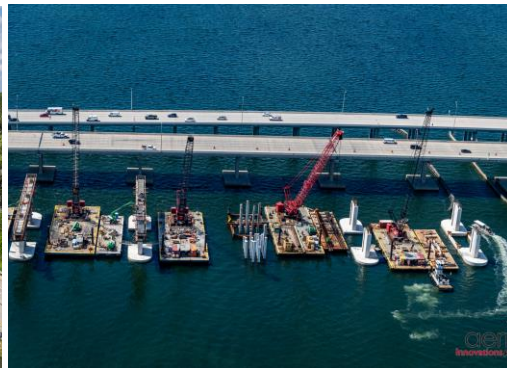
### PAST PERFORMANCE OF TEAM (3.5)

Experience of Proposer's Team (3.5.1): APPENDIX B includes the Work History / Quality Forms.

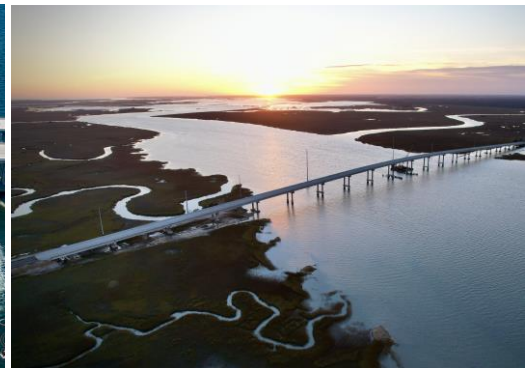
	MAJOR PROJECT COMPONENTS SIMILAR TO I-95 OVER LAKE MARION						
UTJV: Contractor Work History	DESIGN BUILD	INTERSTATE	WATER BRIDGE	NAVIGABLE WATER	UTILITY RELOCATE	COMPLEX MOT	SEISMIC
<u>US 21 over Harbor River Bridge</u>	■		■	■	■	■	■
<u>US 1 over Altamaha River</u>			■	■	■	■	■
<u>Howard Frankland Bridge</u>	■	■	■	■	■	■	
ICE: Designer Work History							
<u>Carolina Crossroads Phase 1 (Bridge 35)</u>	■	■	■	■	■	■	■
<u>US 21 Harbor River Bridge</u>	■		■	■	■	■	■
<u>SC 9 over Catawba River</u>	■		■	■	■	■	



US 1 over Altamaha River



Howard Frankland Bridge



US 21 over Harbor River



SC 9 over Catawba River

## TOTAL DESIGN-BUILD STATISTICS



**30**  
DESIGN BUILD  
**\$3**  
BILLION



**10**  
DESIGN BUILD  
**\$8.9**  
BILLION



**51**  
DESIGN BUILD  
**\$6.5**  
BILLION

### Additional information on past performance:

- The ACEC award-winning I-520 Bridge over the Savannah River and NSRR which was completed by United **ahead of schedule and under budget in only 22 months**.
- United's exemplary track record is also evidenced by completing over 200 miles of interstates/highways and nearly 750 bridges like the DBB SC 802 Bridge over Beaufort River, **AGC Pinnacle Award winner**.
- As a major JV partner, United built the US 17 Washington Bypass project for NCDOT - a grade-separated divided highway bypass with a 2.8-mile bridge over the Tar River. This project was delivered in 48 months - **9 months ahead of schedule** with no claims—and won the **AGC Pinnacle Award** for Best Highway Project and the **AON Build America Award** for new Design Build.
- Traylor and United in a JV Partnership built VDOT's Route 288 Bypass with a 3660' bridge over the James River. The bridges were **completed ahead of an aggressive 30-month schedule** for a lump sum fee with no claims, disputes, or violations. Additionally, the project received several accolades including an environmental stewardship award and several project safety awards.
- ICE and United teamed up to build SCDOT's US 21 Bridge over Harbor River, for which United was the contractor. This project was **completed five months ahead of schedule** and received awards from **ACEC for Engineering Excellence** on the state and national levels. It also received the **National Award of Merit in Transportation** from **DBIA**.



**Quality of Past Performance (3.5.2):** **APPENDIX C** includes the Forms for projects with a “Yes” response to any of the questions in the following table not included in Appendix B. United, Traylor, and ICE have never been suspended, debarred, disqualified from bidding or declared ineligible to work by any entity, and no such actions are pending.

Table 3 - Quality Questions	UIG	TBI	ICE
• Has the Lead Contractor or any member of the JV been declared delinquent or placed in default on any Project?	No	No	N/A
• Has the Lead Contractor or any member of the JV submitted a claim on a project that was litigated?	No	No	N/A
• Have any projects been delayed more than 30 days such that liquidated damages were assessed?	Yes	No	No
• Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	No	No	N/A
• Have any projects under contract with the Lead Contractor or any member of the JV been subject to remediation actions, stop work orders, or project delays in excess of 30 days as a result of Section 404/Section 401 permit violations?	No	No	N/A
• Has an owner, Lead Contractor, or any member of a JV pursued compensation from the Lead Designer due to E&Os?	No	No	N/A
• Has the Lead Designer filed legal proceedings against the Lead Contractor, or vice versa, on a design-build contract?	No	No	No





# Appendix A

Key Individual Resume Forms

## KEY INDIVIDUAL RESUME FORM

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

- a. Name & Title:  
**William Jack Johnson, III, Project Manager**
- b. Role of Key Individual for this Project:  
**Project Manager**
- c. Name of Firm with which you are now associated:  
**United Infrastructure Group, Inc.**



- d. Years of Experience: with this Firm 5 Years with Other Firms 27 Years

#### **Employment History:**

**United Infrastructure Group, Inc:** Project/Construction Manager – William has earned the respect of clients and industry peers for an outstanding record of delivering large and complex projects on time, within budget and in an environment of cooperation and goodwill. William has managed traditional bid-build projects and has extensive experience with Design-Build. Two of his most recent DB projects won awards from GDOT and DBIA. William is highly knowledgeable in all facets of infrastructure construction and has been responsible for the oversight of many major projects for United. 2018-Present

**Scott Bridge Company:** General Superintendent/Bridge Superintendent- Following his father's legacy, William had 27 years of hands-on construction experience with Scott Bridge Company as a General Superintendent and Bridge Superintendent. His projects while at SBC totaled \$500 million. 1991-2018

- e. Education:  
Calhoun Community College / Huntsville, AL / 1992-1993

- f. Active Registrations:

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

#### **1. I-26/I-75 Corridor Improvement Project Phase 4 and 5 – Bibb County, GA**

**Key Personnel Role:** Project Manager  
**Experience with Current Firm:** Yes, Webber-United Joint Venture (United Infrastructure Group)  
**Project/Assignment Duration:** Project 2021-2025 | Assigned 2023-Present  
**Owner Contact Information:** GDOT, Mike Garner | [mgarner@dot.ga.gov](mailto:mgarner@dot.ga.gov) | 404-326-6255  
**Design/Construction Value:** \$228.9 Million

**Project Description:** The I-16/I-75 Project will improve the safety of the corridor by widening and reconstructing 4.588 miles on I-16/404 East and West Bound, beginning at I-75/SR 401 and extending to Walnut Creek within the City of Macon. The project includes work on 21 bridges and a complete reconstruction of the I-16/I-75 interchange. This will improve the interstate highways by providing wider shoulders, concrete barriers and, in most locations, additional lanes. A collector/distributor (CD) system is being constructed parallel to both I-16 and I-75. William is United's on-site Project Manager responsible for execution of the project, including contractual matters and compliance with plans and specifications, especially quality, safety, and environmental criteria, scheduling self-perform and subcontract work, safety planning, work plans, supplier and subcontractor management, and directly managing project engineers and project superintendents.



**Similarities to I-95 over Lake Marion:** Design- Build, Bridge over Water, Navigable Water, Multi-Phase MOT, Interstate Widening, Interstate Bridge

#### **2. US 1 SBL over Altamaha River and Four Additional Bridges – Toombs County, GA**

**Key Personnel Role:** Project Manager  
**Experience with Current Firm:** Yes, United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2020-2023 | Assigned 2020-2023  
**Client Contact Information:** GDOT, Anthony Cook | [acook@dot.ga.gov](mailto:acook@dot.ga.gov) | 912-336-1090  
**Design/Construction Value:** \$67 Million

**Project Description:** This project includes 9.403 miles roadway reconstruction on US 1/SR 4 beginning south of SR 147 at Plant Hatch and extending south of George Hill Road with 238,425 SF of new bridges over the Altamaha River and four additional creeks. It involves five new bridges that were constructed utilizing UIG's extensive fleet of sectional barges to install a 41' wide causeway with fingers from the southern river bank to provide uninhibited construction access during the moratoriums and fluctuating water elevations. Sectional barges were also used for floating crane rig platform, drill rig platform, and material storage platform. William was the **full-time on-site Project Manager** responsible for execution of every aspect of the project, including all contractual matters and compliance with all plans and specifications, especially all quality, safety, and environmental criteria, plus procuring suppliers and subcontractors, coordinating all utilities, scheduling of all self-perform and subcontract work, safety planning, work plans, supplier and subcontractor management, and directly managing the project engineers and project superintendents. Awarded Contractor of the Year from GDOT and Project of the Year from GHCA. **Similarities to I-95 over Lake Marion:** Design-Build, Bridge over Water, Navigable Waterway





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



**Key Personnel Role:** Deputy Project Manager  
**Experience with Current Firm:** Yes, United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2018-2021 | Assigned 2019-2020  
**Owner Contact Information:** SCDOT, Daniel Burton | [burtond@scdot.org](mailto:burtond@scdot.org) | 843-688-6240  
**Design/Construction Value:** \$54.8 Million

**Project Description:** This Design-Build project includes a new high-level fixed-span bridge and removal of the existing swing-span bridge along US 21 (Sea Island Parkway) over the Harbor River in Beaufort County, SC which is the only vehicular access route to Harbor and Fripp islands. The replacement bridge is 3,340' long x 47.25' wide with two 12' lanes, 10' shoulders, and 90' of horizontal and 65' vertical clearance for river navigation. The spans over the tidal marshes include 24" square prestressed concrete pile foundation with footing, column, and cap substructures supporting 2 & 3-span continuous Florida BT-78 prestressed concrete beams (167.5' for each span) with concrete or steel intermediate diaphragms, concrete end diaphragms, and cast-in-place concrete decks. The spans over the tidal waterway and navigable channel are founded on 96" diameter drilled shafts with column and cap substructures supporting 3-span continuous Florida BT-78 prestressed concrete beams (167.5' long) with steel intermediate diaphragms, concrete end diaphragms, and cast-in-place concrete decks. The approach roadways are constructed on timber-pile supported platforms with earthquake drains and reinforced soil slopes. During construction the embankment was surcharged and monitored for settlement, and after approx. 5' of settlement the remainder of the roadway work was completed. Additionally, vibration of the existing bridge was monitored using instrumentation during construction. UIG utilized their fleet of sectional barges to install a 41' wide causeway with fingers from both river banks to provide uninhibited construction access regardless of tides and moratoriums. Sectional barges were also utilized for floating crane rig platforms, drill rig platform, and material storage platforms. This approach to construction access allowed three construction headings to work and proceed simultaneously with a continuous supply of material to facilitate completion within an aggressive schedule.



William was a **full-time on-site Deputy Project Manager** jointly responsible for execution of the entire project but primarily responsible for all superstructure work, including compliance with all plans and specifications, especially all quality, safety, and environmental criteria, plus scheduling of self-perform work, safety planning, work plans, supplier and subcontractor management, and directly managing the project engineers and project superintendents. Awarded DBIA National Merit Award 2022 and DB Project/Team Awards Project Award of DBIA-SE.

**Similarities to I-95 over Lake Marion:** Design-Build, Bridge over Water, Navigable Waterway, Same Designer (ICE), Complex Bridge Design, Seismic Design.

### 4. Replace Bridge Deck on Carolina Bays Pkwy (SC 31) over Intracoastal Waterway – Horry County, SC

**Key Personnel Role:** Project Manager  
**Experience with Current Firm:** Yes, United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2019 | Assigned 2019  
**Owner Contact Information:** SCDOT, Kyle Berry | [berrywk@scdot.org](mailto:berrywk@scdot.org) | 843-992-6285  
**Design/Construction Value:** \$2 Million





**Project Description:** The project involved careful planning/preparation, then removal/replacement of a 155' long x 117.75' wide bridge deck in just 75 days, including barrier rails, median barrier, structure drainage system, and painting without damaging the existing structural steel beams. William was the **full-time on-site Project Manager** responsible for the execution of every aspect of the specialty subcontract work requested by SCDOT, including all contractual matters and compliance with all plans and specifications, especially all quality, safety, and environmental criteria, plus procuring suppliers and subcontractors, coordinating all utilities, scheduling of all self-perform and subcontract work, safety planning, work plans, supplier and subcontractor management, and directly managing the project engineer and project superintendent.



**Similarities to I-95 over Lake Marion:** Bridge over Water, Navigable Waterway

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. William is currently assigned to the Webber-United Joint Venture until mid-June 2025 when he will be 100% available to be dedicated solely to managing this Project for the duration of the contract.

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>		
a.	Name & Title: <b>Cameron Garland Nations, PE, DBIA, Vice President – Special Projects</b>	
b.	Role of Key Individual for this Project: <b>Lead Design Engineer</b>	
c.	Name of Firm with which you are now associated: <b>Infrastructure Consulting &amp; Engineering, LLC</b>	
<div style="display: flex; align-items: center;">  </div>		
d. Years of Experience: with this Firm <u>1</u> Year      with Other Firms <u>23</u> Years <u><b>Employment History:</b></u> <b>Infrastructure Consulting &amp; Engineering, LLC:</b> Vice President of Special Projects – Cameron is responsible for project organization and coordination with project staff, subconsultants, clients, and other stakeholders. He leads the pursuit, development, and execution of new projects as a business development manager and as a Project Manager. Cameron performs project risk analysis, feasibility, and quality control and oversees the development of conceptual, preliminary and final plans. 2023-Present <b>Parrish &amp; Partners, LLC:</b> Senior Vice President – Cameron was responsible for the management of Surface Transportation Operations including roadway, structures, and water resources design, environmental planning, and construction engineering/inspection services. In addition, Cameron managed the finances for seven profit center units located in four offices in the Carolinas. He was directly involved in the marketing and management of the pursuit and execution of design-build projects ranging in size from \$2 Million to nearly \$500 Million. 2013-2023 <b>The LPA Group Inc., A Unit of Michael Baker Corp:</b> SC Surface Transportation Operations Manager – Cameron was responsible for overseeing roadway and structural design of 15+ staff, managing Design-Build and Design-Bid-Build highway and bridge projects, financial management, and business development. 2010-2013 <b>The LPA Group Inc:</b> South Carolina Structures Manager – Cameron managed the business unit of the SC structures group which included 7+ design staff. He was the Engineer of Record for 100+ bridge projects located in SC, NC, and MO. Cameron served as the Project Manager and/or Lead Bridge Engineering for turn-key highway and railroad bridge projects utilizing structural steel, prestressed concrete, and cast-in-place concrete. 2001-2010 <b>TranSystems Corporation:</b> Design Engineer – Cameron was responsible for engineering design for roadway and drainage projects, construction quantity calculations, cost estimating, and engineering plan production and drafting. 2000-2001		
e. Education: University of South Carolina / Columbia, SC / Master of Engineering / 2009 / Structural Engineering Clemson University / Clemson, SC / Bachelor of Science / 2000 / Civil Engineering		
f. Active Registrations: 2005 / South Carolina / Professional Engineer / PE 24245 2007 / Florida / Professional Engineer / 67190 2008 / North Carolina / Professional Engineer / 034821 2009 / Missouri / Professional Engineer / 2009019948 2014 / Georgia / Professional Engineer / PE038952 2014 / Virginia / Professional Engineer / 0402053219 2024 / Tennessee / Professional Engineer / 131139 2024 / DBIA / Design-Build Professional / D-4521		
g. Document the extent and depth of your experience and qualifications relevant to the Project. <b>1. I-95 Bridge Replacement over Lake Marion Design-Build Preparation – Clarendon &amp; Orangeburg Counties, SC</b> <b>Key Personnel Role:</b> Deputy Project Manager <b>Experience with Current Firm:</b> No, Parrish & Partners <b>Project/Assignment Duration:</b> Project 2022-2024   Assigned 2022-2023 <b>Owner Contact Information:</b> SCDOT, Brad Reynolds, PE   <a href="mailto:ReynoldsBS@SCDOT.org">ReynoldsBS@SCDOT.org</a>   803-737-1440 <b>Design/Construction Value:</b> \$300+/- Million 		
<b>Project Description:</b> This Design-Build preparation project involved the preliminary design and investigations for replacing the interstate bridges over Lake Marion along I-95 near Santee, SC. The project includes replacing the 4,500-foot-long main northbound and southbound twin structures, as well as the 360-foot-long northbound and southbound twin relief structures. The preliminary design explored alignment alternatives, evaluating options for replacing the bridges on the current alignment and off-alignment to the east and west, reconnecting the roadway to the existing alignment before the interchanges on both sides of the lake. The existing main bridges provide 50 feet of vertical clearance over the navigable channel, and the new bridge alternatives maintain this clearance. Investigations were conducted to address potential vessel collisions with the new bridge piers. Additionally, the alternatives were designed to include a shared-use path on the bridge structures to accommodate the Palmetto Trail, which currently crosses Lake Marion on the old, decommissioned US 301 bridge parallel to I-95. <b>Similarities to I-95 over Lake Marion:</b> Bridge over water, Navigational Waterway, Multi-Phase MOT, Complex Bridge Design, Seismic Design, Interstate Widening, Interstate Bridge, Vessel Collision Analysis. <b>SCDOT has provided written concurrence that there is no conflict of interest relative to Cameron's participation in this procurement. Documentation is included in Appendix E.</b>		



## 2. I-85 Reconstruction and Widening (MM 77-98) – Spartanburg & Cherokee Counties, SC

**Key Personnel Role:** Principal-in-Charge / Structural Design Manager  
**Experience with Current Firm:** No, Parrish & Partners  
**Project/Assignment Duration:** Project 2017-2025 Est. | Assigned 2017-2023  
**Client Contact Information:** SCDOT, Brad Reynolds, PE | [ReynoldsBS@SCDOT.org](mailto:ReynoldsBS@SCDOT.org) | 803-737-1440  
**Design/Construction Value:** \$435 Million



**Project Description:** The project includes the reconstruction and widening of approximately 21 miles of interstate. The work involves the reconstruction of four interchanges within the corridor and the replacement of the CSXT Railroad bridge near MM 81. Cameron served as the **Principal-in-Charge** for the overall design services contract which included roadway, structures, bridge hydraulic analysis, drainage design, erosion and sediment control design, railroad coordination, and environmental permitting. Additionally, as the **Lead Structural Engineer**, he managed the performance of the design team who prepared the plans for the structural elements of the project including the interchanges and bridge replacements.



**Similarities to I-95 over Lake Marion:** Design-Build, Bridge over Water, Multi-Phase MOT, Interstate Widening, Interstate Bridge.

## 3. Safe and Sound Bridge Improvement Program – Statewide, MO

**Key Personnel Role:** Lead Bridge Engineer  
**Experience with Current Firm:** No, The LPA Group  
**Project/Assignment Duration:** Project 2008-2012 | Assigned 2008-2012  
**Owner Contact Information:** MODOT, Kenyon Warbritton, PE (former MoDOT PM) | [Ken.Warbritton@emerysapp.com](mailto:Ken.Warbritton@emerysapp.com) | 573-291-4082  
**Design/Construction Value:** \$487 Million



**Project Description:** The Safe and Sound Bridge Improvement Program replaced 554 structurally deficient bridges located throughout the state of Missouri using the design-build procurement method. The conventional design of each individual bridge on a program of this magnitude would have taken many years to complete. However, the team developed an innovative approach to standardizing the design and plans for precast superstructure members that would encompass most of the bridges included in this program. This innovative approach allowed the design and plan production of all 554 bridges to be completed in 16 months, significantly ahead of schedule. Mr. Nations was responsible for managing all aspects of the bridge design and plan production of 370 bridges including the coordination of six bridge design units located in six offices. The superstructure consisted of precast prestressed cored slabs and box beams varying in size increments from 30 feet to 120 feet in length with varying skew angles to accommodate bridge sites throughout the state. Over 400 different precast beam sheets were produced to expedite the compilation of bridge plan sets; standardized structural components allowed for rapid design and plan production. The similarity of the plans helped the contractors streamline bridge construction, with an average complete bridge replacement taking just 45 days. **Due to this innovative design approach, the construction of all bridges was completed 14 months ahead of schedule.**

**Similarities to I-95 over Lake Marion:** Design-Build, Same Contractor (UIG and Traylor), Bridge over Water.



## 4. US 378 Bridge Replacement over Little Pee Dee River and Swamp – Marion & Horry Counties, SC

**Key Personnel Role:** Project Manager / Lead Structural Engineer  
**Experience with Current Firm:** No, The LPA Group, a Unit of Michael Baker  
**Project/Assignment Duration:** Project 2007-2012 | Assignment 2007-2012  
**Owner Contact Information:** SCDOT, Mike Barbee, PE | [BarbeeMW@SCDOT.org](mailto:BarbeeMW@SCDOT.org) | 803-737-4034  
**Design/Construction Value:** \$21 Million

**Project Description:** The project included one major riverine bridge replacement over the Little Pee Dee (LPD) River and seven relief bridge replacements over the LPD Swamp along US 378 in Marion and Horry Counties. The 1,034-foot-long, eight-span bridge over the LPD River consisted of AASHTO BT-74 prestressed concrete beams supported by cast-in-place concrete bent caps and drilled shaft foundations. The seismic design for the bridge required oversized, eight-foot diameter drilled shafts with five-foot diameter columns. Seismic restrainers were designed for significant loading and displacement that were anticipated from the design seismic event. The river bridge was designed for the navigational channel with twenty-seven feet of vertical clearance. The bridges over the LPD Swamp ranged from 200 feet to 440 feet in length, and from four to eight spans. A cast-in-place concrete deck supported by AASHTO Type II prestressed concrete beams was utilized in the superstructure designs. The foundation consisted of bent caps supported by prestressed concrete piles.

**Similarities to I-95 over Lake Marion:** Bridge over Water, Navigable Waterway, Complex Bridge Design, Seismic Design.



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. Not applicable for Lead Design Engineer.

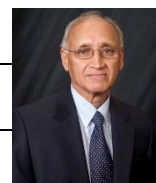
## KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:  
**Rafi Ahmad Jamaluddin, PE, Chief Bridge Engineer**

b. Role of Key Individual for this Project:  
**Structural Engineer**

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



d. Years of Experience: With this Firm 13 Years With Other Firms 44 Years

#### Employment History:

**Infrastructure Consulting & Engineering, LLC:** Chief Bridge Engineer – Rafi's responsibilities start with the initial planning and layout of structures best suited to the particular environment and parameters of a project. They also include carrying out initial and final design, detailing and specifications, reviewing the work of other engineers, writing reports and evaluations and providing construction support services. 2011 - Present

**Wilbur Smith Associates:** Structural Engineer – Rafi's responsibilities included project concept and layout, initial and final design, detailing and specifications, carrying out design reviews, reports and evaluations and providing construction support services. 1998-2011

**R.J. Ltd., Karachi, Pakistan:** Managing Partner – Rafi's responsibilities included supervising the design of a large number of industrial structures, bridges, hospitals, schools, public buildings, and residential facilities. 1979–1998

**R R Associates, Karachi, Pakistan:** Managing Partner – Rafi was involved in the management of the structural design and construction supervision of a large number of projects. 1972–1979

**Conforce Limited, Lahore, Pakistan:** Site Engineer – Rafi was responsible for construction supervision. 1971-1972

**WS Atkins and Partners, Epsom, England:** Design Engineer – Rafi's responsibilities included creating drawings and specifications, performing calculations, and design reviews. 1969–1970

**University of Engineering and Technology, Lahore, Pakistan:** Lecturer – Rafi conducted steel structure design classes. He also worked part-time with a local architectural firm as a Structural Engineer. 1967 – 1968

#### e. Education:

University of Surrey / Guilford, United Kingdom / Master of Science / 1969 / Bridge Engineering

University of Engineering & Technology / Lahore, Pakistan / Bachelor of Science / 1967 / Civil Engineering

#### f. Active Registrations:

**2000 / SC / Professional Civil Engineer / 20505**

2012 / NC / Professional Civil Engineer / 038765 | 2013 / GA / Professional Civil Engineer / 037858 | 2021 / GA / Structural Engineer / SE000593 | 2013 / PA / Professional Civil Engineer / 081007

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

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

<b>Key Personnel Role:</b>	Design Project Manager and Lead Bridge Engineer
<b>Experience with Current Firm:</b>	Infrastructure Consulting & Engineering, LLC
<b>Project/Assignment Duration:</b>	Project: 2017-2021, Assigned 2017-2021
<b>Owner Contact Information:</b>	SCDOT, Jae Mattox, PE, <a href="mailto:mattoxjh@scdot.org">mattoxjh@scdot.org</a> , 803.737.1805
<b>Design/Construction Value:</b>	\$54.8 Million



**Project Description:** This Design-Build project consisted of replacing the existing swing-span bridge over a tidal waterway / navigable channel, which serves as the only means of vehicular transportation from the mainland to Harbor and Fripp islands. The new high-level 3,340-foot long fixed-span Harbor River bridge provides uninterrupted access for shrimping and sailing vessels along the river below and improves safety for motorists crossing the bridge itself.



As Design Project Manager and Lead Bridge Engineer, Rafi was responsible for coordinating the in-house disciplines of structures, roadways, environmental, utilities, and hydraulics, as well as specialty subconsultants in geotechnical engineering and hydrology. Since this was a Design-Build project, there was a tight schedule for preparing and approving all plans. The design had to be optimal for the partnering contractor to stay within budget. Both of these targets were met, and the project was designed and constructed successfully. Rafi was actively involved in the design of the structure, especially the superstructure. He also analyzed the bridge for vessel collision using FB Multiplier software and designed the fender system for 40 feet of water to guide shipping. During the construction phase, he helped the contractor with the issues that arose in a timely manner to keep the project progressing smoothly.

*Similarities to I-95 over Lake Marion: Design-Build, Same Contractor (UIG), Bridge Over Water, Navigable Waterway, Complex Bridge Design, Seismic Design, Vessel Collision Analysis*



## 2. Package E Federal Aid Bridge Replacements / SC 9 over Catawba River – Chester/Lancaster Counties, SC

**Key Personnel Role:** Lead Design Engineer  
**Experience with Current Firm:** Infrastructure Consulting & Engineering, LLC  
**Project/Assignment Duration:** Project 2015-2017, Assigned 2015-2016  
**Owner Contact Information:** SCDOT, Shane Parris, [parrisSL@scdot.org](mailto:parrisSL@scdot.org), 864.489.5760  
**Design/Construction Value:** \$56 Million



**Project Description:** Rafi served as one of the Lead Design Engineers for this design-build project that consisted of the replacement of 12 deficient bridges including the SC 9 Bridge over Catawba River. This 12-span prestressed concrete beam bridge is supported by steel piles at the end bents and concrete columns and drilled shafts at the interior bents. The total length of the bridge is 1,424 feet and is 47 feet wide. The longest girders used are 170 in length, the longest in the state of SC. Led by Rafi, the design team recommended grouping the bridges into batches of four and submitting final plans as each group was complete. The team also developed an accelerated design schedule to have designs for each group of bridges submitted to SCDOT in one year.

*Similarities to I-95 over Lake Marion: Design-Build, Same Contractor (UIG), Bridge Over Water, Navigable Waterway, Complex Bridge Design*



## 3. I-285 / I-20 East Interchange – DeKalb County, GA

**Key Personnel Role:** Lead Structural Engineer / EOR  
**Experience with Current Firm:** Infrastructure Consulting & Engineering, LLC  
**Project/Assignment Duration:** Project: 2021-2027, Assigned 2021-2024  
**Owner Contact Information:** GDOT, Beau Quarles, PE, [bquarles@dot.ga.gov](mailto:bquarles@dot.ga.gov), 404.632.1781  
**Design/Construction Value:** \$685 Million



**Project Description:** The I-285/I-20 East Interchange is being reconstructed to include ramps with more direct alignments and additional lanes where warranted. The project has nine bridge structures, including two long system-to-system ramps. The I-20 WB to I-285 SB Ramp Bridge is 3,153 ft long, while the I-285 SB to I-20 EB Ramp Bridge is 2,436 ft long. Both bridges have long, curved, steel plate girder superstructures over the interstates and PSC beam approaches. The interior bents have post-tensioned, hammerhead bent caps except for one PT straddle bent. Some of the bents are over 90 ft tall. The interior bents are supported on 10 ft and 8 ft diameter drilled shafts. Rafi managed this complex bridge design from the pre-bid phase through preliminary and final plans. He has attended all technical task meetings and has provided design support during construction.

*Similarities to I-95 over Lake Marion: Design-Build, Multi-Phase MOT, Complex Bridge Design, Interstate Widening, Interstate Bridges.*



## 4. North Myrtle Beach Connector – North Myrtle Beach, SC

**Key Personnel Role:** Lead Bridge Engineer  
**Experience with Current Firm:** No, Wilbur Smith & Associates  
**Project/Assignment Duration:** Project 2005-2006, Assigned 2005-2006  
**Owner Contact Information:** SCDOT, Kyle Berry, PE, [berrywk@scdot.org](mailto:berrywk@scdot.org), 843.907.0403  
**Design/Construction Value:** \$60 Million

**Project Description:** This project included 6.9 miles of roadwork with a 1010' bridge over the Intracoastal Waterway and a 300' bridge over Old Sanders Road. Rafi was involved in the layout and structural design and detailing of this project from the conceptual stage to preliminary and final plans. The main waterway superstructure is composed of post-tensioned spliced girders with a main span of 225 ft. He participated in a Value Engineering effort that was carried out in tandem with SCDOT to find ways of reducing roadway and bridge costs. A lowering of design speed enabled the use of a narrower road section and steeper approach embankments, resulting in considerable savings to the Department.

*Similarities to I-95 over Lake Marion: Bridge over Water, Navigable Waterway, Complex Bridge Design, Seismic Design, Vessel Collision Analysis*



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

As Lead Design Engineer, Rafi will not be required to be on-site full-time for the duration of construction, so this section is not applicable.

## KEY INDIVIDUAL RESUME FORM

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

- a. Name & Title:  
**Jeremy Blake Goings, Construction Manager**
- b. Role of Key Individual for this Project:  
**Construction Manager**
- c. Name of Firm with which you are now associated:  
**United Infrastructure Group, Inc.**



- d. Years of Experience: With this Firm **17** Years With Other Firms **1** Year

#### **Employment History:**

**United Infrastructure Group: Construction Manager-** With over 15 years of experience as a Foreman, Project Engineer, Assistant Project Manager, Environmental Manager, and Construction Manager, Jeremy is responsible for coordinating all construction activities, supervising field personnel, and maintaining the construction schedule and budget, while implementing best safety practices. He has managed the construction of the below projects, including the management of safety, scheduling, construction engineering/surveying, MOT, equipment and critical lift plans, suppliers and subcontractors, client correspondence, and design-build coordination to ensure successful project completions on time and within budget without any disputes or claims, 2005-2014, 2015-Present (Career)

**The Sharon Company:** Assistant Project Manager- Responsible for multiple project sites throughout South Carolina and Georgia and overseeing traffic control, clearing, grading, installation of BMP's, ordering materials, excavation and culvert construction planning, scheduling, and full installation to completion of projects, April 2014-April 2015

- e. Education:  
Clemson University / Clemson, SC / Bachelor of Science / 2003 / Wildlife Biology, Minor in Environmental Science
- f. Active Registrations: N/A

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

### **1. I-26 Widening MM 85-101 – Newberry, Richland, Lexington Counties, SC**

**Key Personnel Role:** Structural Project Manager  
**Experience with Current Firm:** Yes, United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2019-2024 | Assigned 2019-2024  
**Owner Contact Information:** SCDOT, David Rogers | [RogersDL@SCDOT.gov](mailto:RogersDL@SCDOT.gov) | 803-737-6030  
**Design/Construction Value:** \$465 Million



**Project Description:** This major interstate improvement project includes 16 miles of I-26 reconstruction and widening, three interchanges, 10 bridges including reconstruction of secondary roads or Y-line as well as 74,000 SF of MSE walls, 152,000 SF of noise walls, 1,300,000 CY of unclassified excavation, 475,000 CY of borrow excavation, 349,000 tons of asphalt, and 1,291,000 SY of concrete paving. The project is currently on schedule and on budget without any major issues or disputes/claims. Jeremy is serving as the Structures Construction Manager and is responsible for all structure construction management activities, including safety, construction surveying, scheduling subcontractors, materials and equipment, and coordinating with project management staff.



**Similarities to I-95 over Lake Marion:** Design-Build, Interstate Bridges, Interstate Widening, Multi-Phase MOT

### **2. Monroe Bypass- Union County, NC**

**Key Personnel Role:** Segment 1 Project Manager  
**Experience with Current Firm:** Yes, United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2015-2019 | Assigned 2015-2019  
**Owner Contact Information:** NCDOT, (former PM) Richard Baucom | [RBaucom@jmt.com](mailto:RBaucom@jmt.com) | 704-983-4400  
**Design/Construction Value:** \$470 Million



**Project Description:** Monroe Bypass extends US 74 near I-485 in Mecklenburg County to US 74 between the towns of Wingate and Marshville in Union County. Jeremy is responsible for the 2-mile section on the western end of the project known as Segment 1. Segment 1 is the \$120M heavily trafficked urban section of the project, containing multiple traffic shifts, grade separation structures, staged fills, and MSE walls. As the Segment 1 Project Manager, Jeremy was responsible for maintaining a schedule, budget, and all activities related to Segment 1. Activities include leading a team of staff, subcontractor coordination, right of way coordination, utility coordination, traffic management, construction of detours, environmental compliance, grading, construction of 3 bridges, MSE walls at an elevated section of highway, 4 culverts, and a tolling facility all while being in a limited workspace.

**Similarities to I-95 over Lake Marion:** Design-Build, Bridges over Water.





### 3. MODOT Safe & Sound Bridge Improvement Program, Statewide MO

**Key Personnel Role:** Environmental Manager  
**Experience with Current Firm:** Yes, United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2009-2012 | Assigned 2009-2012  
**Owner Contact Information:** MODOT, Kenyon Warbritton, PE (former MoDOT PM) | Ken.Warbritton@emerysapp.com | 573-291-4082  
**Design/Construction Value:** \$502 Million

**Project Description:** This project was a large-scale system improvement to design and reconstruct 554 bridges in poor to serious condition located on major and minor highways throughout the state. Jeremy was part of the initial job set-up and served as the environmental manager responsible for tracking and obtaining permits, environmental reporting, site inspections/audits, compliance in contractual items, meetings, giving and receiving training, reviewing and amending erosion control plans, creating and updating a project-specific environmental policy, tracking/delineating and communication of sensitive areas in the field.

**Similarities to I-95 over Lake Marion:** Design-Build, same Contractor United and Traylor, Bridges over Water



### 4. I-520 Bobby Jones Expressway- Richmond County, GA

**Key Personnel Role:** Assistant Project Manager  
**Experience with Current Firm:** Yes, United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2007-2009 | Assigned 2007-2009 (coupled with project below)  
**Owner Contact Information:** GDOT, Lynn Bean | [LBean@dot.ga.gov](mailto:LBean@dot.ga.gov) | 478-522-4303  
**Design/Construction Value:** \$195 Million

**Project Description:** This complex urban interchange improvement and interstate widening project involved 5 significant bridges, 7 miles of roadway widening/construction, and reconstruction of the I-20/I-520 interchange including 3,655 LF/234,000 SF of bridge, 200,000 SF of retaining/sound walls at 21 locations, 300,000 SY of concrete pavement, and 300,000 tons of asphalt pavement. Jeremy was the Assistant Project Manager and assisted the Project Manager in environmental safety and managing a company crew that supplemented the subcontractors. Value engineering and innovative scope management saved GDOT over \$4 million, and the project was completed well ahead of schedule and under budget with no claims, disputes, or violations despite having very limited workspace and being located near several environmentally sensitive wetlands and streams leading into Augusta National Golf Course.



**Similarities to I-95 over Lake Marion:** Interstate Bridges, Multi-phase MOT, Interstate Widening

### 5. I-520 Palmetto Parkway, Phase II - Aiken County, SC

**Key Personnel Role:** Assistant Project Manager  
**Experience with Current Firm:** Yes, United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2007-2009 | Assigned 2007-2009 (coupled with project above)  
**Owner Contact Information:** SCDOT, Robert Dickinson | [dickensonrc@scdot.org](mailto:dickensonrc@scdot.org) | 803-315-6308  
**Design/Construction Value:** \$152 Million

**Project Description:** Phase II included construction of a 5.5 mile grade separated divided parkway extension with six miles of side roads/ramps and 5 interchanges, 4.5M cubic yards earthwork, 200,000 square yards concrete pavement, 250,000 tons asphalt pavement, 140,000 square feet of retaining walls, culverts, noise walls and 12 interchange/overpass/underpass bridges totaling 2,280 linear feet/121,000 square feet with major woven interchange at I-20 and US 25. This project was delivered on schedule in 36 months with no claims. Jeremy was the Assistant Project Manager and assisted the Project Manager in environmental safety and managing a company crew that supplemented the subcontractors.

**Similarities to I-95 over Lake Marion:** Design-Build, Interstate Bridges.



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.

Jeremy is completing work for the I-26 Widening MM85-101 in Chapin, SC, with substantial completion in December 2024. He will be 100% available during the procurement and contract duration.



## Appendix B

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



a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project design	c. Contact information of the Client & their Project Manager who can verify UNITED’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 UNITED (in thousands)
Name: US 21 over Harbor River Delivery Method: DB Location: Beaufort County, SC	Name: Infrastructure Consulting & Engineering, LLC	Name of Owner: SCDOT Project Manager: Kevin Turner Phone: 843-708-3579 Email: <a href="mailto:turnermk@scdot.org">turnermk@scdot.org</a>	Construction (Bridge): 03/2021 Construction (Demo): 11/2021 Professional Services: 12/2018	\$54,800	\$54,800
g. Narrative describing the work performed by UNITED.					
<div><p>This Design-Build project includes a new high-level fixed-span bridge and removal of the existing swing-span bridge along US 21 (Sea Island Parkway) over the Harbor River in Beaufort County, SC which is the only vehicular access route to Harbor and Fripp islands. The replacement bridge is 3, 340’ long x 47.25’ wide with two 12’ lanes, 10’ shoulders, and 90’ of horizontal and 65’ vertical clearance for river navigation. The spans over the tidal marshes include 24” square prestressed concrete pile foundation with footing, column, and cap substructures supporting 2 &amp; 3-span continuous Florida BT-78 prestressed concrete beams (167.5’ for each span) with concrete or steel intermediate diaphragms, concrete end diaphragms, and cast-in-place concrete decks. The spans over the tidal waterway and navigable channel are founded on 96” diameter drilled shafts with column and cap substructures supporting 3-span continuous Florida BT-78 prestressed concrete beams (167.5’ long) with steel intermediate diaphragms, concrete end diaphragms, and cast-in-place concrete decks. The approach roadways are constructed on timber-pile supported platforms with earthquake drains and reinforced soil slopes. During construction the embankment was surcharged and monitored for settlement, and after approx. 5’ of settlement the remainder of the roadway work was completed. Additionally, vibration of the existing bridge was monitored using instrumentation during construction. UIG utilized their fleet of sectional barges to install a 41’ wide causeway with fingers from both river banks to provide uninhibited construction access regardless of tides and moratoriums. Sectional barges were also utilized for floating crane rig platforms, drill rig platform, and material storage platforms. This approach to construction access allowed three construction headings to work and proceed simultaneously with a continuous supply of material to facilitate completion within an aggressive schedule. After completion of the new bridge, UIG’s demolition company (United Demolition) implemented an aggressive demolition schedule which included: only two 24-hour closures of the navigational channel, removal of the navigational portion of existing bridge within 45 days, recycling 85% of the demolition materials, top-down removal of spans and bents to minimize wetland impacts, and construction of an off-shore reef and several near shore reefs. To ensure all work is completed on time, UIG voluntarily doubled the contract LDs from \$10k to \$20k per day as a value-added item along with numerous other value added items to achieve one of the highest technical scores from SCDOT ever earned by a design-build team . Harbor River was awarded the 2022 DBIA National Award of Merit. 2022 AASHTO/AAA/US Chamber of Commerce America’s Transportation Award (Best Use of Technology &amp; Innovation, Medium Project Category), 2022 ACEC Award.</p><p><b>Key Personnel Involvement:</b> Rafi Jamaluddin, PE / Structural Engineer / 2017-2021   William Johnson, III / Deputy PM / 2019-2020</p></div> <div><div><div>Similarities to I-95 over Lake Marion</div><div>Design-Build Same Designer (ICE) Bridge Over Water Navigable Waterway Complex Bridge Design Seismic Design Bridge Demolition</div></div><div></div></div> <div><p>h. Self-Assessment. The information provided in this section should be a self-assessment of UNITED’s performance on the project to identify the contractor with firms or personnel that have successfully completed projects on time and on or under budget and to identify UNITED has records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</p><p>The project was completetd 3 months ahead of schedule with no environmental issues, no quality control issues, no traffic issues, and no disputes or claims.</p></div> <div><p>i. Quality Initiatives. Discuss UNITED’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 all-concrete structure provides future maintenance savings and a resilient bridge design with an end product capable of withstanding various extreme events, including hurricane winds and associated storm surge, floods and high currents (and associated scour), earthquake, and vessel impact. The 167.5’ long girders reduced the number of spans and substructure units which improved marine navigation and reduced long term maintenance. The closed drainage system was eliminated from the bridge with innovative engineering. The contract warranty was extended from 3 to 5 years to ensure quality remained a priority throughout design and construction, and UIG engaged its EOR (ICE) to provide quality control and testing services. Zero lane closures were utilized during peak tourism hours from Memorial Day to Labor Day. UIG committed to provide a barge ferry service for emergency responders if the swing span bridge became impassable during the life of the project at no cost to SCDOT.</p></div> <div><p>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, UNITED shall provide a detailed explanation below.</p><p>N/A</p></div>					



WORK HISTORY AND QUALITY FORM – CONTRACTOR  
United Infrastructure Group, Inc.

a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project design	c. Contact information of the Client & their Project Manager who can verify UNITED’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 UNITED (in thousands)
Name: US 1 over Altamaha River Delivery Method: DBB Location: Toombs County, GA	Name: Georgia Department of Transportation	Name of Owner: GDOT Project Manager: Anthony S. Cook (Area Engineer) Phone: 912-366-1090 (w) 912-414-7705 (m) Email: <a href="mailto:acook@dot.ga.gov">acook@dot.ga.gov</a>	Construction: 05/2023 Professional Services: Design was completed by GDOT. Unknown completion date.	\$66,956	\$66,956
g. Narrative describing the work performed by UNITED.					
<p>This project included 9.403 miles roadway reconstruction on US 1/SR 4 beginning south of SR 147 at Plant Hatch and extending south of George Hill Road with 238,425.00 SF of new bridges over the Altamaha River and four additional creeks. UNITED self-performed all structures including the construction of five new bridges: -- <b>4,080’ x 41’-3” bridge over the Altamaha River</b> with four bents on 72” drilled shafts up to 152’ deep, two bents on 14” x 102 H pile footings, eight bents on prestressed concrete pile footings, and 44 prestressed concrete pile bents. Spans consist of AASHTO MBT72, Type III, and Type II prestressed concrete beams. -- <b>600’ x 41’-3” bridge</b> with six prestressed concrete pile bents and AASHTO Type II prestressed concrete beams. --<b>380’ x 41’-3” bridge over Williams Creek</b> with eight prestressed concrete pile bents and AASHTO Type I Mod and Type II prestressed concrete beams. --<b>Two 360’x 41’-3” bridges over Cobb Creek</b> each with five pipe pile bents AASHOT BT54 prestressed concrete beams. For the Altamaha River Bridge, UNITED used its extensive fleet of sectional barges to install a 41’ wide causeway and fingers from the southern riverbank that provided uninhibited construction access during the moratoriums and fluctuating water elevations. Sectional barges were also used for floating crane platforms, drill rig platforms, and material storage platforms. This approach to construction access allowed three construction headings to work and proceed simultaneously with a continuous supply of material to facilitate completion within an aggressive schedule, while fully complying with all environmental permitting requirements. <b>Awarded Contractor of the Year from GDOT and Project of the Year from GHCA in 2023.</b></p> <p>Key personnel Involvement: William Johnson, III / Project Manager / 2020-2023</p>			<div>Similarities to I-95 over Lake Marion Bridge over water Navigable Waterway</div>		
h. Self-Assessment. The information provided in this section should be a self-assessment of UNITED’s performance on the project to identify the contractor with firms or personnel that have successfully completed projects on time and on or under budget and to identify UNITED has records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The project was completed on schedule, with UNITED’s scope of work completed ahead of schedule. UNITED won an award with the Georgia Highway Contractor’s Association for the deck cover on Bridge 1, the longest bridge on the project. Because UNITED was able to staff and work three bridges at a time (out of five total), the team was very efficient. UNITED worked closely with the key subcontractor, McLendon throughout the life of the project. The most successful aspects of this project were directly attributable to maintaining control of as many site activities as possible, assimilating highly experienced and committed resources, having additional supplemental resources available when needed, routine and effective communication and collaboration, and early identification and abatement of issues. Implementation of these measures improved quality and schedule performance, ultimately improving overall project delivery. Likewise, UNITED also implemented the best practice of forming partnerships with firms that share our same culture and commitment, and with whom we have long-term working relationships. All sites were successfully completed in a quality manner without any claims, dispute proceedings, litigation or arbitration, and within the budget established by GDOT.</p>					
i. Quality Initiatives. Discuss UNITED’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>UNITED utilized the option of steel diaphragms in all five bridges which provided construction time savings as well as cost savings. UNITED utilized an innovative installation plan for the drilled shafts in the Altahama River by utilizing conex shipping containers as coffer dam structures. The ends were removed from the containers and the conexes were lowered into the river at each drilled shaft location. This was done to provide additional buffer zone around the drilled shafts to increase separation of wildlife from the construction area. UNITED drilled shaft subcontractor Lee &amp; Sims utilized a polymer slurry rather than traditional bentonite for the drilled shafts. Polymer slurry allows for a shaft to be held open for longer periods of time, does not require over-drilling, and does not require settling time.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, UNITED shall provide a detailed explanation below.					
N/A					





WORK HISTORY AND QUALITY FORM – CONTRACTOR  
Traylor Bros., Inc.

a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project design	c. Contact information of the Client & their Project Manager who can verify Traylor’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 Traylor Bros., Inc. (in thousands)
Name: Howard Frankland Bridge Delivery Method: DB Location: Tampa, FL	Name: BCC Engineering	Name of Owner: FLDOT Project Manager: David Alonso Phone: (813) 975-6052 Email: David.alonso@dot.state.fl.us	Construction: 08/2025 (84% Complete) Professional Services: 07/2023	\$945,302	\$945,302 (Integrated Joint Venture)
g. Narrative describing the work performed by Traylor Bros. Inc.					
<p>Utilizing the design-build delivery method, the project included an initial collaborative preconstruction phase to integrate both the required permanent features and the construction means and methods as the team developed the complete project design. Of the many project attributes, perhaps none presented a more complex and risky challenge than the bridge’s foundation design and construction. The geology in Tampa Bay consists of extremely inconsistent, collapsed limestone formations resulting in extreme variability, even within the footprint of a single bridge foundation. Having constructed the existing, parallel southbound bridge structure in the late 1980s, Traylor brought to the team extensive experience and documentation from the previous project that was instrumental in successfully delivering the design and construction of the bridge foundations, ensuring the team was prepared for this early project challenge supporting success of the overall project. The first phase of the work involves construction of a new three-mile-long bridge. The second phase will rehabilitate the existing southbound span with joint replacement, new lighting, and striping. After rehabilitation is completed, the lanes will be reversed to become permanent northbound lanes. The third phase will demolish the decommissioned northbound span. The completed bridge will create four general use lanes and four express lanes with a barrier wall separation, and a shared use path. The work also includes rebuilding and expanding the bridge approach structures that brings the total project length to about seven miles. The work also involved installation of 2.1 miles of permanent steel pile bulkhead wall with soil anchors to widen the existing causeways on each side of the bridge and granite riprap for scour protection. <b>Key Personnel Involvement:</b> N/A</p>			<div><div><u>Similarities to I-95 over Lake Marion</u> Design-Build Bridge over Water Navigable Waterway Interstate Widening Interstate Bridge Bridge Demolition</div><div></div></div>		
h. Self-Assessment. The information provided in this section should be a self-assessment of Traylor’s performance on the project to identify the contractor with firms or personnel that have successfully completed projects on time and on or under budget, and to identify contractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p><b>Timely Completion:</b> The three-mile-long bridge required substantial subsurface investigation to complete the design. To meet the aggressive schedule, the team approached the design in segments to allow construction to start while subsurface investigation was ongoing, including substructure and superstructure. The project went from NTP to pile installation with Ready for Construction drawings within six months. <b>Transparent Cost Structure &amp; Process:</b> The team has progressed with no claims nor any change orders that were not initiated by FDOT. The team investigated and confirmed the scope early to avoid scope gaps. Additionally, the team meets weekly with FDOT to review the budget, quality, constraints, and schedule.</p>					
i. Quality Initiatives. Discuss Traylor’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><b>Quality:</b> Traylor is self-performing the quality management scope. The project has succeeded with minimal quality concerns. One item to highlight was an issue associated with a footing damaged during a pour due to weather. To correct the issue, Traylor immediately proceeded with the replacement in lieu of a correction that may impact overall structure life. The project only had one non-conformance that exceeded a 30-day duration to correct, but overall, the project has succeeded with minimal quality concerns. <b>Schedule:</b> Pile driving of the 3,006 30- by 30-inch concrete pile that will support the 494 waterline footings, 494 columns, and 224 caps at 112 on-water piers was completed in September. The team was prepared for subsurface conditions in Tampa Bay to be unpredictable. Each pier needed to be driven to a different depth, between approximately -60 to -280 feet, before achieving capacity by reaching suitable material. The team was able to streamline the process behind the scenes by collaborating with the owner, engineer of record, and third-party reviewer on an online review platform where all comments and corrections are tracked and occur concurrently. This effort reduced the process from 90-plus days to 30 days on average, maintaining the project schedule.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Traylor shall provide a detailed explanation below.					
N/A					

a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify ICE’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by ICE (in thousands)
Name: US 21 over Harbor River Bridge Replacement Delivery Method: DB Location: Beaufort County, SC	Name: United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: Jae Mattox, PE Phone: 803.737.1805 Email: <a href="mailto:mattoxjh@scdot.org">mattoxjh@scdot.org</a>	Construction: 11/2021 Professional Services: 12/2018	\$54,800	\$4,516 (Design)
g. Narrative describing the work performed by ICE Include the office location(s) where the design work was performed and whether ICE was the lead designer or a sub-consultant.					
<p><b>Project Description:</b> This Design-Build project consists of replacing the existing swing-span bridge over a tidal waterway / navigable channel which serves as the only means for vehicular transportation from the mainland to Harbor and Fripp islands. The new high-level <b>3,340-foot long fixed-span</b> Harbor River bridge will provide uninterrupted access for shrimping and sailing vessels along the river below as well as provide improved safety for motorists crossing the bridge itself. The replacement bridge will have two 12' wide lanes with 10' paved shoulders in each direction, providing 90' of horizontal and 65' vertical clearance for river navigation. The new bridge is a fixed-span bridge with 20 spans over a tidal waterway and 65 feet of vertical clearance over the navigational channel of Harbor River including <b>167.5-foot spans with Florida BT-78 Beams</b>. The bridge has interior bents consisting of prestressed pile-supported footings in the overbank regions and oversized drilled shafts in the deeper portion of the channel. Liquefaction and significant predicted scour levels were additional design challenges. Large diameter drilled shafts (8’-0” in diameter) were used for the main spans and concrete pile footings were used for the approach spans. The drilled shafts required a mass concrete management plan which included an innovative thermal cooling method that circulates river water through embedded cooling tubes to dissipate internal heat of hydration. Tidal hydraulic modeling was performed to determine the long-term scour related to hurricane storm surges and the bridge was designed to withstand these catastrophic events. In addition, the bridge was designed for vessel collision forces according to the requirements of AASHTO LRFD due to the use of this waterway for commercial barge traffic. A strengthening concrete “strut” was incorporated into the piers subject to vessel collision to ensure that the piers can adequately distribute vessel collision forces throughout the structure to avoid catastrophic failure in the event of a vessel impact. Also, a seismic design was performed using a pushover analysis in accordance with the SCDOT Seismic Design Specifications. <b>As the Lead Design Firm</b>, ICE provided preliminary and final roadway and bridge design and plan preparation. These services included MOT and signing; drainage and erosion control; 2D hydraulic modeling, scour analysis; structural design; and utility coordination. ICE also provided geotechnical peer review and project soil structure interaction support, HAZMAT monitoring and testing, survey and SUE, community and public relations, permitting and environmental compliance, right-of-way acquisition, and construction support services.</p>			<div><div><div>Similarities to I-95 over Lake Marion</div><div>Design-Build Same Contractor (UIG) Bridge Over Water Navigable Waterway Complex Bridge Design Seismic Design Vessel Collision Analysis</div></div></div>		
<p><b>Design Location:</b> Former ICE Corporate Office: 1021 Briargate Circle, Columbia, SC 29210 <b>Key Individual name/role/time on the project:</b> Rafi Jamaluddin, PE / Structural Engineer / 2017-2021   William Johnson, III / Deputy PM / 2019-2020</p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>To protect the environment, the Team devised an innovative scheme for construction staging which resulted in the reduction of nearly 30% of wetland impacts. ICE’s in-house geotechnical engineers successfully led the project’s bi-directional static load test program on the demonstration 8-ft diameter drilled shaft. ICE Environmental Specialists (Barrett Stone) provided various support during construction and demolition, including development and implementation of appropriate environmental work plans associated with nest monitoring for Bald Eagles and marine mammal protection.</p>					
i. Quality Initiatives. Discuss ICE’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The Design-Build Team submitted 10 Alternative Technical Concepts (ATCs) to SCDOT and received approval of nine resulting in a costs savings of over \$6 Million. Final RFC plans were completed, submitted and accepted in advance of the permit. These quality initiatives coupled with the items listed in the self-assessment contributed to the <b>bridge construction being completed and opened to traffic 60 days early</b>.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE shall provide a detailed explanation below.					
N/A					



WORK HISTORY AND QUALITY FORM – DESIGNER

Infrastructure Consulting & Engineering, LLC

a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify ICE’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by ICE (in thousands)
Name: Carolina Crossroads Phase 1 (Bridge 35) Delivery Method: DB Location: Richland & Lexington Counties, SC	Name: Archer-United Joint Venture	Name of Owner: SCDOT Project Manager: Brian Klauk, PE, CMP, ENV SP Phone: (803) 737-5051 Email: <a href="mailto:KlaukBD@scdot.org">KlaukBD@scdot.org</a>	Construction: 04/2025 (est.) Professional Services: 10/2022	\$207,900	\$12,200
g. Narrative describing the work performed by ICE, PLLC. Include the office location(s) where the design work was performed and whether ICE was the lead designer or a sub-consultant.					
<p><b>Project Description:</b> This first phase of Carolina Crossroads consists of the re-design and construction of a new fully directional interchange for Colonial Life Boulevard at I-126 implementing the use of the two existing Colonial Life Boulevard Ramp Bridges over I-126 and Arrowwood Road. The scope also included improvements on I-26 and I-126 with three new bridges.</p> <p>One of the main work elements of the project is the construction of Bridge 35. The bridge is 3,320 feet long with P/S Concrete Girders ranging from 101’ to 175’ in length. The bridge has three (3) zones, including a bridge over Saluda River (Zone 1), a Bridge over Saluda Rover Floodplain (Zone 2), and then a bridge over CSX Railroad using a complex straddle bent. <b>As the Lead Design Firm</b>, ICE provided design management, roadway design, drainage design, bridge design, seismic design, geotechnical design, signal design, signing and pavement marking, MOT plans, public relation support, construction support and QC inspection and testing services.</p> <p><b>Design Location:</b> ICE Corporate Office: 110 Midlands Court, West Columbia, SC 29169 <b>Key Individual name/role/time on the project:</b> Rafi Jamaluddin, PE, Structural Engineer, 2020-2022</p>		<div><div>Similarities to I-95 over Lake Marion</div><div>Design-Build Same Contractor (UIG) Bridge Over Water Navigable Waterway Complex Bridge Design Seismic Design Interstate Widening Interstate Bridge</div></div>			
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>ICE began all pre-construction planning and activities as soon as the determination of best value team in April 2021. ICE allocated proper resources to ensure the timely submission of all design, environmental, traffic planning and utility relocation submittals. ICE has <u>met every one of its contract and submittal deliverables</u> in accordance with the approved CPM schedule by SCDOT. All critical final roadway/drainage and structures packages have been approved, with the final RFC package for Signing and Signal Plans completed by end of October 2022. SCDOT and ICE implemented an “Over the Shoulder” (OTS) process from the beginning of the design phase which proved to be invaluable in resolving any outstanding design items on a weekly/bi-weekly basis.</p>					
i. Quality Initiatives. Discuss ICE’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 significant innovation was the layout of the interchange with its directional interchange coupled with a DDI style cross-over signal. The interchange layout proved to be safer (\$14.7 Million of safety benefits for 2024-2060) and operationally more efficient (\$55.7 Million safety benefits for 2024-2060) than the MSA option of tight diamond. SCDOT approved 14 Formal Alternate Technical Concepts (FATCs) that include innovative design solutions to help save the Department time and money. The following quality initiatives were used: 1) The two ramp bridges at Colonial Life Boulevard over I-26 and Arrowwood Road were originally scoped to be demolished, but they were successfully retained and rehabilitated by ICE’s design staff via the DB ATC process. 2) SCDOT’s original concept for Bridge 35 included a low point in its proposed vertical alignment which was eliminated. 3) An “Open Bottom” steel straddle bent cap over CSX Railroad was proposed which improves accessibility for future inspection and maintenance work. This pre-fabricated element improved safety in working over active tracks, which utilized high-performance steel (Grade 70) for improved weldability and superior fracture toughness. 4) Extensive use of precast prestressed concrete beams for the majority of Bridge 35 will result in less long-term maintenance to SCDOT versus structural steel beams that require painting in a difficult-to-access structure.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE shall provide a detailed explanation below.					
N/A					



a. Project Name, Delivery Method (DBB, DB, etc.), & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify ICE’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by ICE (in thousands)
Name: Federal Aid Bridge Replacement (Package E) featuring SC 9 EBL over Catawba River Delivery Method: DB Location: Chester/Lancaster Counties, SC	Name: United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: Shane Parris Phone: 864.489.5760 Email: <a href="mailto:ParrisSL@scdot.org">ParrisSL@scdot.org</a>	Construction: 11/2017 Professional Services: 09/2016	\$56,000 (all bridges)	\$4,916 (Design & Construction QC)

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

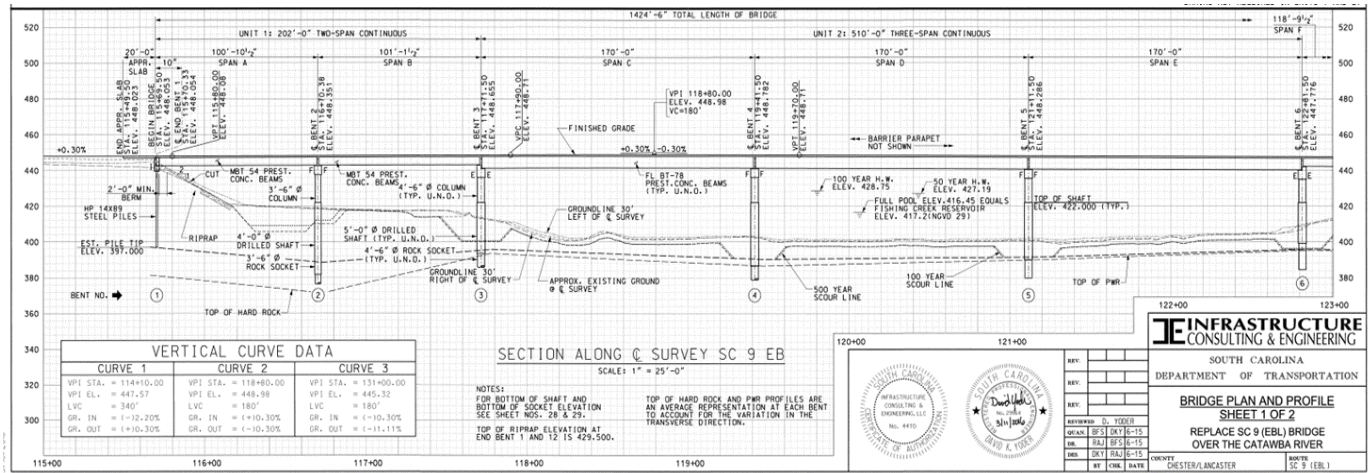
**Project Description:** This project consisted of the design and construction of SC 9 over the Catawba River. ICE served as the **Lead Design Firm** responsible for providing preliminary and final structure, roadway, and hydrology design, surveys, utility coordination and contractor quality control.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

**Design Location:**

ICE former Corporate Office: 1020 Briargate Circle,  
Columbia, SC 29210

**Key Individual name/role/time on the project:**

Rafi Jamaluddin, PE / Lead Design Engineer /  
2015-2016



**Similarities to I-95 over  
Lake Marion**  
Design-Build  
Same Contractor (UIG)  
Bridge Over Water  
Navigable Waterway  
Complex Bridge Design  
Seismic Design



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

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

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

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

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

N/A





## Appendix C

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



# Appendix D

Legal and Financial





## Letter of Financial Capacity and Resources

The undersigned, being duly sworn, deposes and says that he is D. Michael Grey, Chief Business Officer for United Infrastructure Group, Inc. and Authorized Representative of United-Traylor Joint Venture (UTJV), the entity formed to build the I-95 Bridge Replacement Over Lake Marion Design-Build Project ID P041130 (Project). He further states that United Infrastructure Group, Inc., is the managing partner of UTJV and that UTJV has the financial capacity and resources necessary to complete the Project as proposed in the Request for Qualifications issued by South Carolina Department of Transportation.

Signed this 30<sup>th</sup> day of October 2024

A handwritten signature in blue ink that reads "David Michael Grey".

D. Michael Grey  
Authorized Representative  
United-Traylor Joint Venture

Subscribed and sworn to before me this 30<sup>th</sup> day of October 2024

A handwritten signature in blue ink that reads "Lynda D. Monroe".

NOTARY PUBLIC FOR SOUTH CAROLINA



My Commission Expires: October 9, 2033

**seal**



### Letter of Financial Capacity

The undersigned, be duly sworn, deposes and says that he is D. Michael Grey, Chief Business Officer for United Infrastructure Group, Inc. He further states that United Infrastructure Group, Inc. has the financial capacity and resources necessary to complete the I-95 Bridge Replacement Over Lake Marion Design-Build Project ID P041130 as proposed in the Request for Qualifications issued by South Carolina Department of Transportation.

Signed this 25<sup>th</sup> day of October, 2024

A handwritten signature in blue ink that reads 'D. Michael Grey'.

D. Michael Grey, EVP & Chief Business Officer  
United Infrastructure Group, Inc.

Subscribed and sworn to before me this 25<sup>th</sup> day of October, 2024

A handwritten signature in blue ink that reads 'Lynda D. Monroe'.

NOTARY PUBLIC FOR SOUTH CAROLINA  
My Commission Expires: October 09, 2033



*seal*



**Letter of Financial Capacity**

The undersigned, being duly sworn, deposes and says that he is C. John Meagher, Vice President and Division Manager for Traylor Bros., Inc. He further states that Traylor Bros., Inc. has the financial capacity and resources necessary to complete the I-95 Bridge Replacement over Lake Marion Design-Build Project ID P41130 as proposed in the Request for Qualifications issued by South Carolina Department of Transportation.

Signed this 30<sup>th</sup> day of October 2024



C. John Meagher  
Traylor Bros., Inc.

Subscribed and sworn to before me this 30<sup>th</sup> day of October 2024

  
NOTARY PUBLIC FOR SOUTH CAROLINA

My Commission Expires: October 9, 2033



*seal*



## Surety Department

Marsh McLennan Agency  
5605 Carnegie Boulevard, Suite 300  
Charlotte, NC 28209  
T +1 704 365 6213  
www.MarshMMA.com

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

October 31, 2024

Subject: United-Traylor Joint Venture  
Project: I-95 Bridge Replacement over Lake Marion, Design-Build Project

To Whom It May Concern:

This is to advise you that our office provides bid, performance, and payment bonds on behalf of United-Traylor Joint Venture. The surety for United-Traylor Joint Venture is Arch Insurance Company, which carries an A.M. Best Rating of "A+", Nationwide Mutual Insurance Company, which carries an A.M. Best Rating of "A" and Travelers Casualty and Surety Company of America, which carries an A.M. Best Rating of "A++". Each of these surety companies is licensed in the State of South Carolina and on the current Department of the Treasury's Listing of Approved Sureties {Dept. Circular 570}.

Should the captioned project be awarded to and accepted by United-Traylor Joint Venture, we are prepared to consider providing the required bonds on their behalf. Based upon normal and standard underwriting criteria at the time of the request, Arch Insurance Company, Nationwide Mutual Insurance Company, and Travelers Casualty and Surety Company of America should be in a position to provide United-Traylor Joint Venture Performance and Payment Bonds for single projects in the amount of \$500,000,000.00 and aggregate support in excess of \$1,000,000,000.00. Our support is conditioned upon completion of the underwriting process, including satisfactory review of contract documents, confirmation of financing and our ongoing review of the operational and financial capacity of United-Traylor Joint Venture. Please understand that any arrangement for bonds is strictly a matter between United-Traylor Joint Venture and each of the above-named sureties. We assume no liability to third parties or you if for any reason we do not execute said bonds.

It is a distinct pleasure to provide United-Traylor Joint Venture with their bonding needs, and we highly recommend their construction services to you.

Sincerely,

ARCH INSURANCE COMPANY  
NATIONWIDE MUTUAL INSURANCE COMPANY  
TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

Angela Y. Buckner, Attorney-in-Fact



This document is not intended to be taken as advice regarding any individual situation and should not be relied upon as such. Marsh McLennan Agency, LLC shall have no obligation to update this publication and shall have no liability to you or any other party arising out of this publication or any matter contained herein. Any statements concerning actuarial, tax, accounting or legal matters are based solely on our experience as consultants and are not to be relied upon as actuarial, accounting, tax or legal advice, for which you should consult your own professional advisors. Any modeling analytics or projections are subject to inherent uncertainty and the analysis could be materially affected if any underlying assumptions, conditions, information or factors are inaccurate or incomplete or should change. Copyright © 2022 Marsh McLennan Agency, LLC. All rights reserved. CA Insurance Lic: 0H18131. MarshMMA.com



*This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated. Not valid for Note, Loan, Letter of Credit, Currency Rate, Interest Rate or Residential Value Guarantees.*

# POWER OF ATTORNEY

## Know All Persons By These Presents:

That the Arch Insurance Company, a corporation organized and existing under the laws of the State of Missouri, having its principal administrative office in Jersey City, New Jersey (hereinafter referred to as the "Company") does hereby appoint:

**Angela Y. Buckner, Bradford Gibson, Debra S. Ritter, Erin Brooks, Howard Thomas Dawkins, Leah E. Farnsworth, Martin D. Pallazza, Michelle S Isola, Raymond J. Garruto, Robert C. Tresher and Wendy E. Lahm of Charlotte, NC (EACH)**

its true and lawful Attorney(s)in-Fact, to make, execute, seal, and deliver from the date of issuance of this power for and on its behalf as surety, and as its act and deed: Any and all bonds, undertakings, recognizances and other surety obligations, in the penal sum not exceeding One Hundred Fifty Million Dollars (\$150,000,000.00). This authority does not permit the same obligation to be split into two or more bonds In order to bring each such bond within the dollar limit of authority as set forth herein.

The execution of such bonds, undertakings, recognizances and other surety obligations in pursuance of these presents shall be as binding upon the said Company as fully and amply to all intents and purposes, as if the same had been duly executed and acknowledged by its regularly elected officers at its principal administrative office in Jersey City, New Jersey.

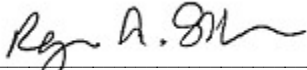
This Power of Attorney is executed by authority of resolutions adopted by unanimous consent of the Board of Directors of the Company on August 31, 2022, true and accurate copies of which are hereinafter set forth and are hereby certified to by the undersigned Secretary as being in full force and effect:

"**VOTED**, That the Chairman of the Board, the President, or the Executive Vice President, or any Senior Vice President, of the Surety Business Division, or their appointees designated in writing and filed with the Secretary, or the Secretary shall have the power and authority to appoint agents and attorneys-in-fact, and to authorize them subject to the limitations set forth in their respective powers of attorney, to execute on behalf of the Company, and attach the seal of the Company thereto, bonds, undertakings, recognizances and other surety obligations obligatory in the nature thereof, and any such officers of the Company may appoint agents for acceptance of process."

This Power of Attorney is signed, sealed and certified by facsimile under and by authority of the following resolution adopted by the unanimous consent of the Board of Directors of the Company on August 31, 2022:

**VOTED**, That the signature of the Chairman of the Board, the President, or the Executive Vice President, or any Senior Vice President, of the Surety Business Division, or their appointees designated in writing and filed with the Secretary, and the signature of the Secretary, the seal of the Company, and certifications by the Secretary, may be affixed by facsimile on any power of attorney or bond executed pursuant to the resolution adopted by the Board of Directors on August 31, 2022, and any such power so executed, sealed and certified with respect to any bond or undertaking to which it is attached, shall continue to be valid and binding upon the Company. **In Testimony Whereof**, the Company has caused this instrument to be signed and its corporate seal to be affixed by their authorized officers, this 29<sup>th</sup> day of May, 2024.

## Attested and Certified



Regan A. Shulman, Secretary



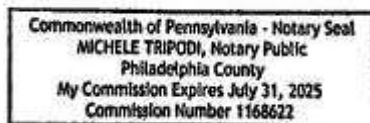
## Arch Insurance Company

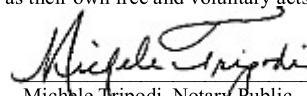


Stephen C. Ruschak, Executive Vice President

STATE OF PENNSYLVANIA SS  
COUNTY OF PHILADELPHIA SS

I, **Michele Tripodi**, a Notary Public, do hereby certify that Regan A. Shulman and Stephen C. Ruschak personally known to me to be the same persons whose names are respectively as Secretary and Executive Vice President of the Arch Insurance Company, a Corporation organized and existing under the laws of the State of Missouri, subscribed to the foregoing instrument, appeared before me this day in person and severally acknowledged that they being thereunto duly authorized signed, sealed with the corporate seal and delivered the said instrument as the free and voluntary act of said corporation and as their own free and voluntary acts for the uses and purposes therein set forth.



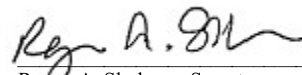


Michele Tripodi, Notary Public  
My commission expires 07/31/2025

## CERTIFICATION

I, **Regan A. Shulman**, Secretary of the Arch Insurance Company, do hereby certify that the attached **Power of Attorney dated May 29, 2024** on behalf of the person(s) as listed above is a true and correct copy and that the same has been in full force and effect since the date thereof and is in full force and effect on the date of this certificate; and I do further certify that the said Stephen C. Ruschak, who executed the Power of Attorney as Executive Vice President, was on the date of execution of the attached Power of Attorney the duly elected Executive Vice President of the Arch Insurance Company.

**IN TESTIMONY WHEREOF**, I have hereunto subscribed my name and affixed the corporate seal of the Arch Insurance Company on this 31<sup>st</sup> day of October, 20 24.



Regan A. Shulman, Secretary

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

**PLEASE SEND ALL CLAIM INQUIRIES RELATING TO THIS BOND TO THE FOLLOWING ADDRESS:**

Arch Insurance Company Claims Department  
Surety Claims  
P.O. Box 542033  
Omaha, NE 68154  
[suretyclaims@archinsurance.com](mailto:suretyclaims@archinsurance.com)



*To verify the authenticity of this Power of Attorney, please contact Arch Insurance Company at [SuretyAuthentic@archinsurance.com](mailto:SuretyAuthentic@archinsurance.com)  
Please refer to the above named Attorney-in-Fact and the details of the bond to which the power is attached.*

## Power of Attorney

KNOW ALL MEN BY THESE PRESENTS THAT:

Nationwide Mutual Insurance Company, an Ohio corporation

hereinafter referred to severally as the "Company" and collectively as "the Companies" does hereby make, constitute and appoint:

ANGELA Y BUCKNER; BRADFORD GIBSON; DEBRA S RITTER; ERIN E BROOKS;  
HOWARD THOMAS DAWKINS; LEAH E FARNSWORTH; MARTIN D PALLAZZA;  
MICHELLE S ISOLA; RAYMOND J GARRUTO; ROBERT C TRESHER; WENDY E LAHM;

each in their individual capacity, its true and lawful attorney-in-fact, with full power and authority to sign, seal, and execute on its behalf any and all bonds and undertakings, and other obligatory instruments of similar nature, in penalties not exceeding the sum of

### UNLIMITED

and to bind the Company thereby, as fully and to the same extent as if such instruments were signed by the duly authorized officers of the Company; and all acts of said Attorney pursuant to the authority given are hereby ratified and confirmed.

This power of attorney is made and executed pursuant to and by authority of the following resolution duly adopted by the board of directors of the Company:

"RESOLVED, that the president, or any vice president be, and each hereby is, authorized and empowered to appoint attorneys-in-fact of the Company, and to authorize them to execute and deliver on behalf of the Company any and all bonds, forms, applications, memorandums, undertakings, recognizances, transfers, contracts of indemnity, policies, contracts guaranteeing the fidelity of persons holding positions of public or private trust, and other writings obligatory in nature that the business of the Company may require; and to modify or revoke, with or without cause, any such appointment or authority; provided, however, that the authority granted hereby shall in no way limit the authority of other duly authorized agents to sign and countersign any of said documents on behalf of the Company."

"RESOLVED FURTHER, that such attorneys-in-fact shall have full power and authority to execute and deliver any and all such documents and to bind the Company subject to the terms and limitations of the power of attorney issued to them, and to affix the seal of the Company thereto; provided, however, that said seal shall not be necessary for the validity of any such documents."

This power of attorney is signed and sealed under and by the following bylaws duly adopted by the board of directors of the Company.

Execution of Instruments. Any vice president, any assistant secretary or any assistant treasurer shall have the power and authority to sign or attest all approved documents, instruments, contracts, or other papers in connection with the operation of the business of the company in addition to the chairman of the board, the chief executive officer, president, treasurer or secretary; provided, however, the signature of any of them may be printed, engraved, or stamped on any approved document, contract, instrument, or other papers of the Company.

IN WITNESS WHEREOF, the Company has caused this instrument to be sealed and duly attested by the signature of its officer the 1st day of April, 2024.



Antonio C. Albanese, **Vice President** of Nationwide Mutual Insurance Company

### ACKNOWLEDGMENT



STATE OF NEW YORK COUNTY OF KINGS: ss

On this 1st day of April, 2024, before me came the above-named officer for the Company aforesaid, to me personally known to be the officer described in and who executed the preceding instrument, and he acknowledged the execution of the same, and being by me duly sworn, deposes and says, that he is the officer of the Company aforesaid, that the seal affixed hereto is the corporate seal of said Company, and the said corporate seal and his signature were duly affixed and subscribed to said instrument by the authority and direction of said Company.

Sharon Laburda  
Notary Public, State of New York  
No. 01LA6427697  
Qualified in Kings County  
Commission Expires January 3, 2026

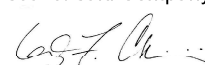


Notary Public  
My Commission Expires  
January 3, 2026

### CERTIFICATE

I, Lezlie F. Chimienti, Assistant Secretary of the Company, do hereby certify that the foregoing is a full, true and correct copy of the original power of attorney issued by the Company; that the resolution included therein is a true and correct transcript from the minutes of the meetings of the boards of directors and the same has not been revoked or amended in any manner; that said Antonio C. Albanese was on the date of the execution of the foregoing power of attorney the duly elected officer of the Company, and the corporate seal and his signature as officer were duly affixed and subscribed to the said instrument by the authority of said board of directors; and the foregoing power of attorney is still in full force and effect.

IN WITNESS WHEREOF, I have hereunto subscribed my name as Assistant Secretary, and affixed the corporate seal of said Company this 31st day of October, 2024.

  
Assistant Secretary





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

**POWER OF ATTORNEY**

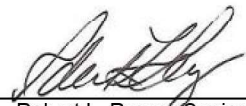
**KNOW ALL MEN BY THESE PRESENTS:** That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and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

**IN WITNESS WHEREOF**, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **21st** day of **April**, **2021**.



State of Connecticut

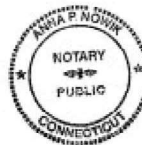
City of Hartford ss.

By:   
Robert L. Raney, Senior Vice President

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

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

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



  
Anna P. Nowik, Notary Public

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

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

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

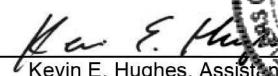
**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice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

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

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of each of the Companies, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **31st** day of **October**, **2024**.



  
Kevin E. Hughes, Assistant Secretary



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





# Appendix E

## Organizational Conflict of Interest





# Appendix F

Confidential or Proprietary Information Summary List



## Appendix F

### Confidential and Proprietary Information Page List

*Requirement: In Appendix F, the Proposer shall include a list of page numbers that contain confidential and/or proprietary information. Failure to include this list in the SOQ appendix waives the confidentiality protection and subjects the information to disclosure in accordance with the law. In determining whether to release documents, the SCDOT will rely on Proposer's marking of each page or portions of pages of documents, as required by these instructions, as being "Confidential."*

Appendix C: Work History Quality Forms.....	PDF Pages 30-31
Appendix D: United-Traylor Joint Venture Agreement .....	PDF Pages 40-72
Appendix E: Organizational Conflicts of Interest .....	PDF Pages 74-79





# Appendix G

Addendum Receipt Form(s)

## NOTICE OF RECEIPT

I-95 over Lake Marion

Design-Build Project - Project ID P041130  
Clarendon and Orangeburg Counties

### Addendum 1

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

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

#### Confirmation Statement:

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



PROPOSER's Signature

October 10, 2024  
Date

David Michael Grey, PE  
Printed Name

For: United Traylor Joint Venture  
Design-Build Team Name





## NOTICE OF RECEIPT

I-95 over Lake Marion

Design-Build Project - Project ID P041130  
Clarendon and Orangeburg Counties

### Addendum 2

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

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

#### Confirmation Statement:

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



PROPOSER's Signature

October 22, 2024  
Date

David Michael Grey, PE  
Printed Name

For: United Traylor Joint Venture  
Design-Build Team Name





## Appendix H

Key Individual and Contractor/Designer Reference Form(s)



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
Key Individual References						
<a href="mailto:mgarner@dot.ga.gov">mgarner@dot.ga.gov</a>	Mike	Garner	William Jack Johnson, III	I-26 / I-75 Corridor Improvement Project Phase 4 and 5	Project Manager	Webber-United JV
<a href="mailto:acook@dot.ga.gov">acook@dot.ga.gov</a>	Anthony	Cook	William Jack Johnson, III	US 1 SBL over Altamaha River and Four Additional Bridges	Project Manager	United & McLendon
<a href="mailto:burtond@scdot.org">burtond@scdot.org</a>	Daniel	Burton	William Jack Johnson, III	US 21 over Harbor River Bridge Replacement	Deputy Project Manager	United & ICE
<a href="mailto:berrywk@scdot.org">berrywk@scdot.org</a>	Kyle	Berry	William Jack Johnson, III	Replace Bridge Deck on Carolina Bays Pkwy (SC 31) over Intracoastal Waterway	Project Manager	United
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Brad	Reynolds	Cameron Garland Nations, PE, DBIA	I-95 Bridge Replacement over Lake Marion Design-Build Preparation	Deputy Project Manager	Parrish & Partners
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Brad	Reynolds	Cameron Garland Nations, PE, DBIA	I-85 Reconstruction and Widening (MM 77-98)	Principal-in-Charge / Structural Design Manager	Blythe/Zachry/Lane, JV
<a href="mailto:ken.warbritton@emerysapp.com">ken.warbritton@emerysapp.com</a>	Kenyon	Warbritton	Cameron Garland Nations, PE, DBIA	Safe and Sound Bridge Improvement Design-Build Program	Lead Bridge Engineer	United/Traylor/LPA
<a href="mailto:barbeemw@scdot.org">barbeemw@scdot.org</a>	Mike	Barbee	Cameron Garland Nations, PE, DBIA	US 378 Bridge Replacement over Little Pee Dee River and Swamp	Project Manager / Lead Structural Engineer	The LPA Group, a Unit of Michael Baker
<a href="mailto:mattoxjh@scdot.org">mattoxjh@scdot.org</a>	Jae	Mattox	Rafi Ahmad Jamaluddin, PE	US 21 over Harbor River Bridge Replacement	Design Project Manager and Lead Bridge Engineer	United & ICE
<a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	Shane	Parris	Rafi Ahmad Jamaluddin, PE	Package E Federal Aid Bridge Replacements / SC 9 over Catawba River	Lead Design Engineer	United & ICE
<a href="mailto:bquarles@dot.ga.gov">bquarles@dot.ga.gov</a>	Beau	Quarles	Rafi Ahmad Jamaluddin, PE	I-285 / I-20 East Interchange	Lead Structural Engineer / EOR	ICE/Archer/E.R. Snell
<a href="mailto:berrywk@scdot.org">berrywk@scdot.org</a>	Kyle	Berry	Rafi Ahmad Jamaluddin, PE	North Myrtle Beach Connector	Lead Bridge Engineer	Wilbur Smith & Associates
<a href="mailto:rogersdl@scdot.org">rogersdl@scdot.org</a>	David	Rogers	Jeremy Blake Goings	I-26 Widening MM 85-101	Structural Project Manager	United & ICE
<a href="mailto:rbaucom@jmt.com">rbaucom@jmt.com</a>	Richard	Baucom	Jeremy Blake Goings	Monroe Bypass	Segment 1 Project Manager	United/Boggs/Anderson
<a href="mailto:ken.warbritton@emerysapp.com">ken.warbritton@emerysapp.com</a>	Ken	Warbritton	Jeremy Blake Goings	MoDOT Safe & Sound Bridge Replacements	Environmental Manager	United
<a href="mailto:lbean@dot.ga.gov">lbean@dot.ga.gov</a>	Lynn	Bean	Jeremy Blake Goings	I-520 Bobby Jones Expressway	Assistant Project Manager	United
<a href="mailto:dickinsonrc@scdot.org">dickinsonrc@scdot.org</a>	Robert	Dickinson	Jeremy Blake Goings	I-520 Palmetto Parkway, Phase II	Senior Project Manager	United



Email	First Name	Last Name	Company Name	Project Name	Team
References from Work History Forms					
<a href="mailto:turnermk@scdot.org">turnermk@scdot.org</a>	Kevin	Turner	SCDOT	SCDOT US 21 over Harbor River	United & ICE
<a href="mailto:acook@dot.ga.gov">acook@dot.ga.gov</a>	Anthony	Cook	GDOT	GDOT US 1 over Altamaha River	United
<a href="mailto:david.alonso@dot.state.fl.us">david.alonso@dot.state.fl.us</a>	David	Alonso	FLDOT	FLDOT Howard Franklin Bridge	Traylor
<a href="mailto:mattoxjh@scdot.org">mattoxjh@scdot.org</a>	Jae	Mattox	SCDOT	SCDOT US 21 over Harbor River Bridge Replacement	United & ICE
<a href="mailto:klaukbd@scdot.org">klaukbd@scdot.org</a>	Brian	Klauk	SCDOT	SCDOT Carolina Crossroads Phase 1 (Bridge 35)	Archer-United, JV & ICE
<a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	Shane	Parris	SCDOT	SCDOT Federal Aid Bridge Replacement (Package E) featuring SC 9 EBL over Catawba River	United & ICE
References from Table 3.3.1 Prior Working Relationships					
<a href="mailto:berrywk@scdot.org">berrywk@scdot.org</a>	Kyle	Berry	SCDOT	SCDOT Conway Bypass	United/Traylor/ICE
<a href="mailto:james.farris@vdot.virginia.gov">james.farris@vdot.virginia.gov</a>	Jim	Farris	VDOT	VDOT Rte. 288 & James River Bridge	United & Traylor
<a href="mailto:ken.warbritton@emerysapp.com">ken.warbritton@emerysapp.com</a>	Ken	Warbritton	MoDOT (formerly)	MoDOT Safe & Sound Bridge Replacements	United/Traylor/ICE
<a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	Shane	Parris	SCDOT	SCDOT District 4 Bridge Replacements	United & ICE
<a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	Shane	Parris	SCDOT	SCDOT SC 150 Emergency Bridge	United & ICE
<a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	Shane	Parris	SCDOT	SCDOT Package C Bridge Replacements	United & ICE
<a href="mailto:greenfk@scdot.org">greenfk@scdot.org</a>	Keith	Green	SCDOT	SCDOT Package D Bridge Replacements	United & ICE
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