



## STATEMENT OF QUALIFICATIONS

### US 1 OVER I-20 INTERCHANGE IMPROVEMENT DESIGN-BUILD PROJECT PROJECT ID P030711

LEXINGTON COUNTY, SOUTH CAROLINA

MAY 29, 2019



## QUALIFICATIONS







## 3.2 INTRODUCTION

### 3.2.1 Contracting Entity

Crowder Construction Company (Crowder) will serve as the design-builder, primary point of contact, and legal contracting entity with the South Carolina Department of Transportation (SCDOT). Crowder is a privately-owned corporation and South Carolina prequalified general contractor located in Charlotte, North Carolina, with an excellent track record of on-schedule and on-budget construction projects for SCDOT and many other clients. George Ellis, PE has authority to sign the contract on behalf of the company.

### 3.2.2 Points of Contact for Procurement

**Crowder Construction Company**  
**George Ellis, PE - Vice President, Division Manager**  
P.O. Box 30007  
Charlotte, NC 28230  
 704-332-8184 (o) | 704-995-4757 (m)  
 gellis@crowderusa.com

**KCI Technologies, Inc.**  
**Shawn Davis, PE - Practice Leader**  
3014 Southcross Blvd.  
Rock Hill, SC 29730  
 803-602-4421 (o) | 803-920-0761 (m)  
 shawn.davis@kci.com

### 3.2.3 Full Legal Name of Lead Contractor & Lead Designer

Crowder Construction Company is the legal name of the Lead Contractor/Proposer that will serve as the prime/general contractor responsible for the construction and delivery of the project.

KCI Technologies, Inc. (KCI) will be the Lead Designer and will manage the design services from our Rock Hill office and quality control services directly on the project site. KCI will be integrally supported by DAD N Associates (DBE) for traffic engineering services, S&ME for geotechnical and HAZMAT services, ATCS for noise, and TELICS for right-of-way acquisition.

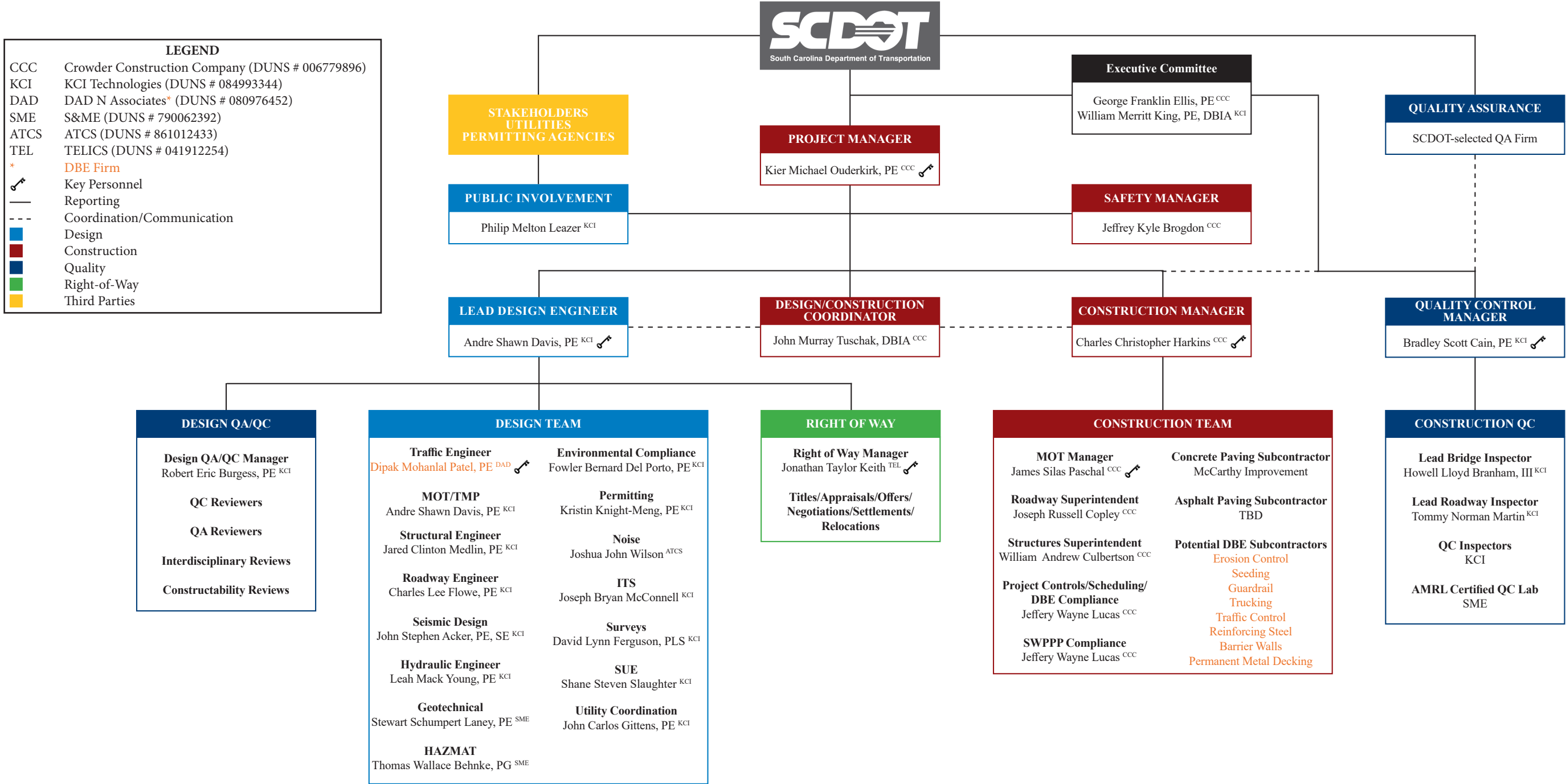
### 3.2.4 Commitment of Key Individuals

The key personnel presented herein are committed to the successful delivery of this project. The Crowder team understands that no primary team member, including subcontractors and subconsultants, will be changed without SCDOT approval. We commit our resources and personnel to meet, and even exceed, SCDOT's quality and schedule requirements. Each of the key personnel assigned to this project will be available for the duration of the project. All key construction personnel will be dedicated to this project full-time and on-site with no other duties or projects for the duration of the project, as required by the RFQ. All key design personnel will be primarily dedicated to the project for the duration of the design phase, as required by the RFQ, and will be available, as needed, during construction operations.

3.3 TEAM STRUCTURE AND PROJECT EXECUTION

3.3.1 Organizational Chart, Team Structure, and Team Integration

Our team is illustrated on the organization chart below. We have established specific responsibilities for each key staff member of our organizational structure to ensure effective project management. The personnel presented are committed to the successful delivery of this project. Our team understands that no primary team member, including subcontractors and subconsultants, will be changed without SCDOT approval. Our organizational chart shows the “chain of command” and reporting relationships of all team members. The solid lines represent reporting relationships in managing, designing, and constructing the project. The dashed lines represent the coordination and communication that will take place between the disciplines. Also shown is the separation between QA and QC inspection and field/laboratory testing. Our team is committed to meeting SCDOT’s DBE goal, as indicated below.





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The organizational chart on the prior page illustrates the functional structure and “chain of command” along with levels of management, reporting relationships, major functions, team member roles and responsibilities, and how the proposed team will manage, design, and construct the Project as an integrated team. The resumes of Key Individuals are included in [Appendix A](#). **Each Key Individual far exceeds the minimum requirements specified in the RFQ.**

**Crowder** was founded in 1947 and has been building transportation projects since 1954. Crowder has proven success building projects for the SCDOT and leading design-build teams. Crowder will serve as the sole contracting entity with SCDOT. Crowder will lead the team in both management and construction roles, and Crowder will be responsible for coordination of civil and structural design, utilities, constructability, demolition, environmental controls, quality and, most importantly, safety. We will ensure proactive and timely coordination with the SCDOT and regulatory agencies.

**KCI**, established in 1955, is an employee-owned, multi-discipline engineering firm with more than 1,500 professionals operating in multiple offices located in 19 states. KCI is a leader in highway, structure design, and design-build throughout the Southeast. They have completed over 35 design-build projects and value engineering redesigns for various state departments of transportation, with a majority of these projects performed for SCDOT. KCI is one of the few firms that specializes in contractor support services and has a client list of over 50 contractors, including Crowder, giving them an edge with efficient and constructible designs, including demolition plans and erection plans over traffic. They have completed numerous successful and complex demolition plans for bridge replacement projects. As lead designer, KCI will be the sole consultant contracted with Crowder and will manage the design of the project in cooperation with Crowder. All subconsultant design firms will be contracted with and managed by KCI. They have recently expanded their design services offering with the addition of Shawn Davis, PE, who adds project management, roadway, MOT, and hydraulic design experience to KCI’s team. He has served as EOR for two SCDOT design-build projects, including SC 22 Conway Bypass and US 17 Ace Basin Parkway. Shawn has 28 years of experience, including serving as the EOR for 30+ highway projects.

## **Past Experience Working Together**

Our team has extensive experience working together on past projects. KCI performs most of Crowder’s contractor support services (CSS), including complex demolition plans, erection plans, and falsework design, which provides KCI’s competitive edge for constructability and efficient designs. The chart on the following page indicates our team’s extensive experience working together on past projects.



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Project Name & Location	Team Role	Years	Reference
Rainbow Road & Leaphart Road Bridges over I-26 Richland County, SC	CCC: Prime Contractor KCI: CSS	2017-2019	Robert Power, 803-796-9540, powerrw@scdot.org
SC 9 Bridge Replacements Chester & Union Counties, SC	CCC: Prime Contractor KCI: CSS	2016-Current	Wes Spencer, 803-377-4155, spencerjw@scdot.org
US 78 & SC 7 Cosgrove Road over CSX Railroad Charleston County, SC	CCC: Prime Contractor KCI: CSS	2013-2016	Kevin Turner, 843-746-6726, turnermk@scdot.org
SCDOT Emergency Bridge Replacement Package 3 Fairfield, Florence & Newberry Counties, SC	CCC: Prime Contractor KCI: CSS, QC SME: Geotech	2015-2018	Drew McCaffrey, 864-889-8004, mccaffrega@scdot.org
SCDOT Emergency Bridge Replacement Package 6 Richland County, SC	CCC: Prime Contractor KCI: Lead Designer, QC SME: Geotech	2016-2017	Tyke Redfearn, 803-737-1430, redfearnwt@scdot.org
NCDOT Division 1 Low Impact Bridge Replacements, Martin County, NC	CCC: Prime Contractor KCI: Lead Designer	2014	Shawn Mebane, 252-482-1850, cmebane@ncdot.gov
Norfolk Southern Railroad over Coddle Creek Cabarrus/Mecklenburg Counties, NC	CCC: Prime Contractor KCI: VE, CSS	2014-2016	Ron Hancock, 919-707-2500 rhancock@ncdot.gov
US 15 over CSX RR, Hauser Street, and Kendrick Street, Sumter County, SC	CCC: Prime Contractor KCI: VE, CSS	2012-2014	David Rister, 803-737-1490, ristergd@scdot.org
SC 97 over Rocky Creek Chester, SC	CCC: Prime Contractor KCI: CSS	2015-2016	Jason Johnston, 803-377-4155, johnstonej@scdot.org
Norfolk Southern Railroad over Mallard Creek Church Road Widening, Charlotte, NC	CCC: Prime Contractor KCI: VE, CSS	2014-2016	Ron Hancock, 919-707-2500 rhancock@ncdot.gov
CSX Railroad over I-85 Spartanburg County, SC	CCC: Sub Contractor KCI: CSS	2019	Shane Parris, PE, 864-489-5760, parrissl@scdot.org
I-85 Widening, Phase I & II, MM 77-98 Spartanburg/Cherokee County, SC	KCI: CEI SME: Testing	2017-Current	Shane Parris, PE, 864-489-5760, parrissl@scdot.org
US 701 Great Pee Dee River Bridge Replacement Georgetown/Horry County, SC	KCI: CEI SME: Testing	2015-Current	Derrick Tindal, 843-236-9658, tindaldk@scdot.org
I-520 Palmetto Parkway, Phase I & II Aiken County, SC	KCI: Lead Designer SME: Geotech	2002-2009	Claude Ipock, PE, 803-737-1308, ipocker@scdot.org
R-2247CD & EC Winston-Salem Interchanges Forsyth County, NC	KCI: Lead Designer SME: Geotech TELICS: ROW	2016-Current	Michael Shumsky, 919-707-6627, mshumsky@ncdot.gov
SCDOT Emergency Bridge Replacement Package 2 Richland County, SC	KCI: Lead Designer SME: Geotech	2015-2016	Tyke Redfearn, 803-737-1430, redfearnwt@scdot.org
SCDOT Emergency Bridge Replacement Package 5 Clarendon County, SC	KCI: Lead Designer SME: Geotech	2016	Michael Hood, PE, 803-737-3485, hoodml@scdot.org
US 278 Corridor Improvements Study Beaufort County, SC	KCI: Lead Designer SME: Geotech	2018-Current	Craig Winn, PE, 803-737-6376, winnc1@scdot.org
SC 421 over Little Horse Creek Aiken County, SC	KCI: Lead Designer SME: Geotech	2017-Current	Clint Scoville, 803-737-2085, scovillehc@scdot.org
SCDOT District 4 CEI On-Call District 4, SC	KCI: CEI SME: Testing	2017-Current	Jason Johnston, 803-377-4155, johnstonej@scdot.org
U-5826 Falls of Neuse Road (SR 2000) Widening Raleigh, NC	KCI: Lead Designer TELICS: ROW	2015-Current	Ben Upshaw, 919-220-4600, bjupshaw@ncdot.gov
R-5020A US 701 Bypass Widening Whiteville, NC	KCI: Lead Designer TELICS: ROW	2017-Current	Steve Kendall, PE, 910-364-0687, sdkendall@ncdot.gov
2018 Western Division Planning and Design LSC Division 13, NC	KCI: Lead Designer TELICS: ROW	2018-Current	Robert Stroup, PE, 919-250-3005, rstroup@ncdot.gov

## 3.3.2 Critical Risks

### Critical Risk #1: Right of Way Acquisitions, Including Relocations

From review of online aerial imagery, the frontage roads (Monroe Lane, Brickyard Road, Dooley Road, and Cedar Road) do not have adequate intersection spacing from the interchange ramp terminal connections to US 1, and the existing full access commercial properties in the vicinity of the interchange do not meet access management standards. To be compliant with the SCDOT Access and Roadside Management Standards (ARMS) Manual, the driveway access to the properties will be reconfigured in accordance to requirements provided in the ARMS Manual. A potential solution to the commercial access points is to close, relocate, or convert to right in/out, and the frontage road intersections realigned away from the interchange ramp terminals with minimum spacing of 700' or more between intersections (relocated frontage roads and ramp terminus). To make the interchange safer and to provide better traffic operations, our team will investigate the possibility of providing rear access to the commercial properties from relocated frontage roads (see [Figure 1 in Appendix F](#)). This solution would be SCDOT ARMS-compliant by providing adequate intersection spacing and eliminating left turns within and in close proximity to the US 1 interchange ramp terminals. This solution improves traffic safety and operations all while maintaining access to US 1. Even though the relocation of the frontage roads will result in additional right of way takes in land only, this solution would potentially eliminate and/or reduce the number of potential commercial relocations. Our team and SCDOT will work jointly with the property owners through public involvement to demonstrate safer access, coupled with improved traffic operations, is better for customers and the traveling public throughout the project limits.

### Critical Risk #2: Maintenance of Traffic

The goals of our maintenance of traffic (MOT) plan to reduce risks include:

- Maintain existing number of lanes on I-20 and US 1 during peak hours.
- Maintain access to commercial and residential properties at all times by using the frontage road concept plan discussed in Critical Risk #1.
- Stage construct the US 1 replacement bridge in order to closely maintain the existing US 1 alignment to eliminate and/or reduce the number of potential relocations. Our team has evaluated the existing US 1 bridge plans and has developed a conceptual sequence of construction (see [Figure 2 in Appendix F](#)).

We estimate US 1 would be realigned about 10' to the north and vertical grade raised about 2' in order to maintain 17' minimum clearance over I-20. We anticipate a conceptual two-span bridge with spill through



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abutments with six 12' lanes, a 15' TWLTL, with 10' outside shoulders, resulting in a 110'-3"-wide bridge.

- Coordinate extensively with the adjacent I-20 reconstruction project.
- Develop a responsive incident management plan to include first responders.
- Utilize night time paving operation for bridge demolition and girder erection for the US 1 bridge.
- Complete a majority of the work along I-20 behind temporary concrete barriers.
- Concrete pavement type selection will present additional considerations for MOT (joint patterns, slivers, paving widths, base drainage, etc.)
- Maintain ITS features (cameras) and fiber connection within and through project limits.
- Coordinate utilities with design to eliminate/minimize temporary relocations which will minimize MOT conflicts.

In order to manage the MOT risks, our team has developed the following conceptual sequence of construction:

1. Relocate utilities to permanent location.
2. Construct frontage road realignments and setup rear access to commercial properties. This approach will simplify maintaining access connections.
3. Construct US 1 realignment and bridge reconstruction (see [Figure 2 in Appendix F](#)). Maintain ramp connections as part of TCP.
4. Construction US 1 ramps (and connections to US 1 and I-20).

SCDOT responsibility is anticipated to be review and approval of the Transportation Management Plan and MOT plan.

### 3.3.3 Project Resources, Strategies, and Execution

Crowder currently has seven bridge and grading crews located near Columbia, SC, and Lockhart, SC, that will be ready to mobilize as soon as construction activities begin. We have agreements in place with the major heavy equipment rental companies and access to an unlimited amount of heavy equipment required for highway construction to supplement our owned equipment (see the chart on the next page for a basic inventory of our heavy construction equipment). In addition to over 500 construction personnel, our dedicated Project Manager has 22 years of experience on design-build highway projects and will integrate with design and construction personnel to ensure constructibility of the project. He will maintain an open line of communication with SCDOT to ensure all requirements are incorporated.

With financial strength, excellent bonding capacity, and a seasoned construction staff, we can offer the stability required for this Project. Crowder will self-perform the majority of the major construction items, except paving. Crowder will contract with McCarthy Improvement for concrete paving and solicit services from one of the local

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asphalt pavers for asphalt paving. Our existing equipment and facilities locations will allow our team to mobilize efficiently for project execution. KCI will self-perform all design tasks, with the exception of geotechnical, traffic, and right of way services. The Project Manager and Lead Design Engineer will correspond and meet regularly regarding progress, constructibility, and overall project related activities to ensure timely deliverables. We will locate a project office at the project site to serve as the main operations center for construction personnel and offer convenient access to SCDOT personnel. The Project Manager and entire construction staff will be located in our on-site project office, offering convenient access to district personnel to facilitate team meetings, project reviews, and various other activities to enhance integration, communication, and issue resolution. With offices in Rock Hill and West Columbia, KCI's staff will provide immediate response to any project needs.

TELICS will provide right of way services for our team on this project.

Currently, TELICS is near completion of their assigned parcels on the I-85 Phase 2 project and is available to perform acquisition services for this project. TELICS completes most design-build projects in under 16 months from right of way plan approval.

## 3.4 EXPERIENCE OF KEY INDIVIDUALS

Our management team includes seven Key Personnel positions; each of these individuals have been selected based on their experience in each of their respective areas of design, construction, and administration of similar projects.

The chart below introduces our Key Personnel; resumes with qualifications are included in [Appendix A](#).

EQUIPMENT	OWN/LEASE
Truck, Flatbed	3
Truck, Pickup	270
Truck, Service/Lube/Fuel	3
Truck, Tractor Trailer	3
Truck, Water	3
Trailer, Equipment	6
Backhoe, Rubber Tire	10
Backhoe, Track	12
Bulldozer	6
Broom/Sweeper	3
Concrete Bridge Screed	3
Rollers	2
Concrete Forms	200
Motor Graders	2
Aerial Lift	4
Air Compressor	6
Crane, Rubber Tire	6
Crane, Track	9
Concrete Breaker	6
Pile Driving Equipment	4
Trench Box	15
Message Board	6

Key Personnel				
Title	Name	Firm	Years Exp.	DB Exp.
Project Manager	Kier Ouderkirk, PE	CCC	22	■
Lead Design Engineer	Shawn Davis, PE	KCI	28	■
Traffic Engineer	Dipak Patel, PE	DAD	31	
Right of Way Manager	Taylor Keith	TEL	15	■
Construction Manager	Chris Harkins	CCC	30	■
Quality Control (QC) Manager	Bradley Cain, PE	KCI	17	■
Maintenance of Traffic (MOT) Manager	Jimmy Paschal	CCC	9	■

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## Project Manager: Kier Ouderkirk, PE

Kier has over 22 years of experience in heavy highway construction and he will be solely dedicated to this project after award. He will be responsible for coordination of design and construction activities assuring successful construction of the project. Kier will be the primary person in charge of Crowder's operations and be responsible for delivery of the project per the contract requirements. He will attend and lead all regularly scheduled meetings. Kier will have full authority to make final decisions on behalf of Crowder and will be responsible for communicating these decisions directly to SCDOT. Executive Committee member, George Ellis will have signature authority for the contract and subsequent documents. Kier will make certain that adequate personnel and resources are available, handle contractual issues, manage subcontractors, and serve as the primary contact between the Team and SCDOT. Kier's most notable design-build project experience includes project management of the NCDOT I-485/I-85 Turbine Interchange. For SCDOT, he served as the Project Manager for the Rainbow and Leaphart Drive Bridges over I-26 in Lexington County and Emergency Package 3. He is currently managing the I-85 Concrete Paving Restoration Project in Charlotte, NC, that requires significant MOT and night-time construction. This project will be complete in December 2019, allowing Kier to be dedicated full-time to the design and construction of US 1 over I-20 Interchange Improvements.



## Lead Design Engineer: Shawn Davis, PE

Shawn has 28 years of experience and has led many pursuits and delivered final designs, including two large design-build projects for SCDOT. He is very familiar with this project and was the lead design manager for the pursuit of the current I-20 Widening (MM 49-60) project. He also previously resided in Lexington and traveled this section of I-20 as part of his daily commute and understands the daily variations in traffic which will be beneficial in developing an efficient MOT plan. For this project, he recognizes the challenges that will require innovative solutions to make it a success like addressing operational performance, commercial access, geometrics, MOT, and safety. He is experienced in the design of simple and complex interchange forms and is familiar with FHWA's Interchange Modification Report process which will be required as part of this project.

## Traffic Engineer: Dipak Patel, PE

Dipak gained over 31 years of state and local government working experience with SCDOT. He has extensive traffic and transportation experience to include functional design; town hall meetings and public hearings; traffic engineering design; roadway geometric design; interchange layout and design; traffic engineering analysis;



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corridor management studies and long-term transportation planning. Over his career, he has worked with citizens, public leaders, local municipalities, planning organizations, federal government, stakeholders and other professionals to introduce innovative designs and ideas to the state. He has overseen the traffic design engineering, highway safety and emergency management and system performance management efforts at the SCDOT over his career. He was the driving force behind the development of the corridor management plans in the state.

## **Right of Way Manager: Taylor Keith**

Taylor has 15 years of experience in all phases of the right of way industry, including cost estimates, acquisition, relocation assistance, property management, condemnation, and project management on numerous projects. He has worked in the field of right of way negotiation and relocation assistance and as a residential broker. His most relevant accomplishments include right of way acquisition for approximately 159 tracts and 30 relocations on the I-85 Reconstruction and Widening Design-Build project in Spartanburg and Cherokee Counties, SC.

## **Construction Manager: Chris Harkins**

Chris is a jobsite superintendent with over 30 years of experience and has worked on complex projects involving interstate traffic and interchange work. Recently, he worked in coordination with project management at the NCDOT Design-Build project in Madison County, North Carolina. The project involved demolition of two bridges and build a single bridge replacement and tie in three “Y” lines on NC 251 over Ivy River. He also served in a similar role on the NCDOT I-40/I-77 Interchange Design-Build in Iredell County, NC.

## **QC Manager: Bradley Cain, PE**

Bradley has 17 years of experience in transportation construction and design-build projects. He has intimate knowledge of this project, the existing condition of the bridge, local traffic patterns, the current interstate widening project, local residents, and business owners. He served as QC Manager for the Emergency Bridge Replacement Package 3 and 6 with Crowder. Mr. Cain also served as Assistant Project Manager on the CEI Team during Phase 1 and 2 of the I-20 Widening from MM 49-60.

## **MOT Manager: Jimmy Paschal**

Jimmy is a Civil Foreman at Crowder with nine years of progressive experience. He coordinated the traffic control and supervised his crew and a subcontractor for all lane closures on the Leaphart & Rainbow bridges over I-26 in West Columbia. He has also worked at multiple design build bridge sites in North Carolina. He will be a Work Zone Traffic Control Supervisor and is a respected leader for his crews.

## 3.5 PAST PERFORMANCE OF TEAM

### 3.5.1 Experience of Proposer's Team

**Crowder** is comprised of seasoned construction personnel that have delivered quality, on-time project for SCDOT for many years. With a partnering philosophy, we plan our work with the designers and SCDOT to minimize or eliminate many of the jobsite challenges before they become issues. We are well-versed in the delivery of major highway construction projects.

**KCI** is a leader in design-build and has provided design services on more than 35 major transportation design-build contracts across the United States, with a focus on SCDOT projects. KCI served as the lead engineer for the \$192M I-520 Palmetto Parkway Phase I and II Design-Build projects. Phase II included the US 1 staged bridge replacement over I-20 in Aiken, which is very similar to the US 1 Lexington project.

Complete Work History and Quality Forms for both Crowder and KCI are provided in [Appendix B](#). Highlights of the relevancy of these projects are provided in the following table.

Project	Cost	Project Relevance						
		Design-Build	Interstate	Bridges	Geotech. Challenges	Complex MOT	Utility Relocations	3rd Party Coordination
Rainbow & Leaphart Bridges	\$19M		■	■	■	■	■	■
US 78 & SC 7	\$34M			■	■	■	■	■
I-85 Concrete Repairs	\$15M		■	■		■		■
Winston-Salem Interchanges	\$44M	■	■	■		■	■	■
Transform I-66	\$2.3B	■	■	■		■	■	■
MD 650, ICC B	\$561M	■	■	■	■	■	■	■

### 3.5.2 Quality of Past Performance

Crowder has not been suspended, debarred, disqualified from bidding, or declared ineligible for work by an entity, nor are any such actions pending against the company within the last five years. See [Appendix C](#) for the work history forms for further details.

## 3.6 LEGAL/FINANCIAL

See [Appendix D](#) for a notarized statement of Crowder's financial capacity and bond letter.

## 3.7 ORGANIZATIONAL CONFLICTS OF INTEREST



No member of the Crowder team has any organizational conflict of interest that would prevent them from performing on this project. The Disclosure of Potential Conflict of Interest Certification can be found in [Appendix E](#).

## APPENDIX A: KEY INDIVIDUAL RESUME FORMS

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# KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title: <b>Kier Ouderkirk, PE</b> <b>Senior Project Manager</b>	
b. Role of Key Individual for this Project: <b>Project Manager</b>	
c. Name of Firm with which you are now associated: <b>Crowder Construction Company</b>	
	
d. Years of Experience: With this Firm <u>4</u> Years With Other Firms <u>18</u> Years Firm 1: <b>Crowder Construction Company</b> , Sr. Project Manager, 2015-Current: Responsible for successful contract delivery. Firm 2: <b>Lane Construction</b> , Field Engineer to Project Manager, 1997 to 2015: Entry level to Project Management team leader on heavy roadway design build projects.	
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): State University of New York Institute of Technology at Utica/Rome, Utica, NY / Bachelor of Science 1997 / Civil Technology State University of New York at Canton, Canton, NY / Associates in Applied Science/ 1995, Civil Engineering Technology	
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2015 / NC / Civil / 041212	
g. Document the extent and depth of your experience and qualifications relevant to the Project. <u><b>SCDOT File 3283411 Rainbow &amp; Leaphart Drive Bridges over I-26, West Columbia, SC</b></u> <b>Key Personnel Role:</b> Senior Project Manager <b>Experience with Current Firm:</b> Firm 1 <b>Project/Assignment Duration:</b> Assigned 2016 to current <b>Owner Contact Information:</b> SCDOT, Robert Power, <a href="mailto:powerrrw@scdot.org">powerrrw@scdot.org</a> , (803) 796-9540 <b>Design/Construction Value:</b> \$17.4 Million <b>Project Description:</b> Leaphart bridge was originally planned to be an offline replacement; however, a significant, tractor-trailer truck strike required emergency demolition of portions of this bridge over I-26; the Rainbow bridge, also spans I-26 and the demo was systematic with minimal impact to traffic. Both bridges have been demolished, the Leaphart and the Rainbow bridges are complete, and final paving and pavement marking will be complete this spring. Significant work on this project includes <b>Maintenance of Traffic, construction over and around a busy interstate highway, demolition over a temporarily detoured interstate at a time and in a duration least likely to interrupt traffic flow.</b> <u><b>SCDOT Emergency Design-Build Bridge Replacement Package #3 SC File No. 8803450</b></u> <b>Key Personnel Role:</b> Senior Project Manager <b>Experience with Current Firm:</b> Firm 1 <b>Project/Assignment Duration:</b> 2015 to 2016 <b>Owner Contact Information:</b> SCDOT, Drew McCaffery, <a href="mailto:McCaffreGA@scdot.org">McCaffreGA@scdot.org</a> , (864) 889-8004 <b>Design/Construction Value:</b> \$7.4 Million <b>Project Description:</b> This <b>design-build</b> project includes 3 bridges located each in Fairfield, Florence and Newberry Counties SC. Bridges are constructed on steel and concrete pile foundation. Single and double span decks using cored slabs, type II and modified bulb tee beams. Also includes embankment, excavation and asphalt paving to re profile bridge tie-ins. Responsibilities include overall project management, and contract compliance, safety, scheduling, quality, design and cost control.	
<u><b>NCDOT I-485/I-85 Interchange (Mecklenburg County) Design-Build No. NC R-2123CE</b></u> <b>Key Personnel Role:</b> Project Manager <b>Experience with Current Firm:</b> Firm 2 <b>Project/Assignment Duration:</b> 3/2013 to 2/2015 <b>Owner Contact Information:</b> NCDOT, Andy McManus, <a href="mailto:amcmanus@ncdot.gov">amcmanus@ncdot.gov</a> , (980) 523-0080 <b>Design/Construction Value:</b> \$97 Million <b>Project Description:</b> This \$97 million <b>design-build</b> project included 19 bridge structures, box culverts and numerous MSE walls all connected with new concrete pavement on the new alignment. The interchange uses a turbine design and was constructed under traffic. Responsibilities include supervision and management of foreman, subcontractors, engineers, safety, scheduling, quality, design and cost control.	

**NCDOT, I-85 Widening I-85 Widening South of SR-2894 to North of SC-73, Concord (Cabarrus County), NC C202522 Design Build**

**Key Personnel Role:** Asst. Project Manager

**Experience with Current Firm:** Firm 2

**Project/Assignment Duration:** 2012-2013

**Owner Contact Information:** NCDOT, Andy McManus, [amcmanus@ncdot.gov](mailto:amcmanus@ncdot.gov), (980) 523-0080

**Design/Construction Value:** \$125 Million

**Project Description:** This \$125 million **design-build** project consisted of an 8-lane concrete divided freeway on I-85 from Bruton Smith Boulevard to north of NC 73 (7.0 miles) and interchange modifications. Work includes four pre-stressed concrete beam bridges, soundwall, erosion control, lighting, signing, traffic control, ROW and utility relocation, storm drainage, excavation and embankment. Responsibilities included supervision of foreman, safety scheduling, cost control.

**VDOT, I-495 Capital Beltway Express Lanes Area 2 & 3, Fairfax VA**

**Key Personnel Role:** Sr. Project Engineer

**Experience with Current Firm:** Firm 2

**Project/Assignment Duration:** 2009-2012

**Owner Contact Information:** VDOT, Larry Cloyed, [larry.cloyed@vdot.virginia.gov](mailto:larry.cloyed@vdot.virginia.gov), (571) 483-2584

**Design/Construction Value:** \$1.34 billion

**Project Description:** P3-design-build project for VDOT. Construction on the project consists of four new general-purpose traffic lanes (two in each direction) on the outside of the existing lanes of the Capitol Beltway, the **reconstruction of ramps, interchanges, frontage roads, systematic phased constructing and demo of bridges over traffic, and other necessary crossings**. Also included, the installation of the electronic toll and traffic management. Major responsibilities include, team leader, working with designer, field design changes, cost, revenue, and schedule.

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.

*Kier is currently wrapping up last details on Lexington County Leaphart & Rainbow Rd bridges over I-26. He is also working on an I-85 repair project in the Charlotte area that requires significant MOT at night and it should be completed prior to price proposal for Rocky Creek. Kier will be dedicated full time to the design and construction of US 1 over I-20 Lexington County.*

# KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:

**Shawn Davis, PE**  
**Practice Leader – SC Highways**



b. Role of Key Individual for this Project:

**Lead Design Engineer/Maintenance of Traffic Engineer**

c. Name of Firm with which you are now associated:

**KCI Technologies, Inc.**



d. Years of Experience: With this Firm 1 Year With Other Firms 27 Years

**KCI Technologies:** Practice Leader – SC Highways, 2018-Present: Mr. Davis has over 28 years of experience in transportation planning, design, and management in the Carolinas, Virginia, Maryland, Florida, Georgia, Nevada, and Colorado. His responsibilities include overseeing the procurement and delivery of alternative delivery projects following corporate guidance and best management practices including teaming, contracting terms, quality management, financial metrics, staff resourcing, and schedule compliance. Mr. Davis has served as project manager, lead design engineer, and engineer of record for design-build contracts totaling more than \$500 million. He has served as the engineer of record for more than 30 traditional highway infrastructure improvement projects. **His high speed freeway/interstate design experience includes Veterans Expressway SR 589 (Florida), I-4 (Florida), Polk County Parkway CR 572 (Florida), NC 16 (NC), SC22 (SC), An-Nuzhah Expressway 320 (Jeddah, Saudi Arabia), I-85 (GA), and I-69 (Tennessee).**

**Atkins:** Senior Project Director, 2010-2018: Responsible for overseeing complex roadway projects

**Davis & Floyd:** Senior Engineer, 1998-2010: Responsible for delivering SCDOT highway projects

**Atkins:** Staff Engineer, 1991-1998: Responsible for roadway design duties for FDOT and NCDOT projects

e. Education:

The Citadel / Charleston, South Carolina / Bachelor of Science / 1991 / Civil Engineering

f. Active Registrations:

1996 / FL / 49927

2019 / GA / 44339

2015 / MD / 48704

1996 / NC / 22315

1996 / SC / 17506

2013 / TX / 115311

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

### **SCDOT US 17 Ace Basin Parkway Design-Build, Beaufort County, SC**

**Key Personnel Role:** Design Manager/Engineer of Record/Roadway and Maintenance of Traffic Discipline Lead

**Experience with Current Firm:** Davis & Floyd

**Project Assignment/Duration:** 2006-2010

**Owner Contact Information:** SCDOT, Leland Colvin, [colvinld@scdot.org](mailto:colvinld@scdot.org), (803) 737-7900

**Design/Construction Value:** \$125 million

**Project Description:** This project included multi-lane widening for nine miles of rural highway through the environmentally sensitive Ace Basin. Also included an innovative "tear drop" interchange design at US 17 and US 21. Mr. Davis' responsibilities included management and coordination with the prime contractor and SCDOT for design team disciplines including road, bridge, drainage, lighting, signage, pavement markings, signals, traffic control, geotechnical, environmental permits, landscaping, right of way acquisition, public involvement, utility coordination, and scheduling. **Responsibilities also included serving as the lead roadway designer developing all of the geometric design for the permanent in place facility and maintenance of traffic design to include the interchange at US 17 and US 21 in Gardens Corner.** This interchange was designed to include reverse flow for coastal evacuation for Beaufort and surrounding area. The project was expedited to design/build by SCDOT due to the number of recent fatalities along the project corridor. Accordingly, on schedule delivery was a major challenge since the project is located in the (ACE-Ashepoo Combahee Edisto) Basin. The design team undertook a transparent permitting process with the contractor committing early in the process to exceed typical requirements regarding the protection of wetlands through extensive usage of sediment and erosion control countermeasures. The contractor also overcame difficult in-situ soil conditions requiring the installation of over 14,000 wick drains to accelerate roadway embankment settlement through the Combahee River marsh. **The project conditions dictated avoidance of impacts to two rows of 100 plus year old trees (in addition to minimization or avoidance of additional grande tree impacts), minimization of wetland impacts for the widening of US 17/21 across Whale Branch Marsh, maintaining full access to two nearby businesses, and provisions for hurricane evacuation/lane reversal during construction.** The solution was submitting an innovative technical concept (ITC) that reduced the proposed interchange from the three levels to two levels without a significant reduction in level of service. This ITC was approved because it addressed the project specific conditions along with a providing a traffic control phasing plan that insured motorist and construction worker safety through the work zone.



*Relevant Accomplishments*

- **Innovative interchange design**
- **TCP focused on commuter and worker safety; and maintaining commercial access at Gardens Corner**
- **Right of way acquisition for nearly 100 tracts including several residential and commercial relocations**
- Environmentally sensitive area – tree preservation, eagle zone management plan
- USACOE Individual Permit
- Multiple agency coordination (USFWS, USACOE, SCDHEC/OCRM, SCDOT, FHWA)
- Utility relocations for electric, communications, and cable TV

**SCDOT Conway Bypass (SC-22) Design-Build, Horry County, SC**

**Key Personnel Role:** Design Manager/Roadway Design Lead/Engineer of Record

**Experience with Current Firm:** Davis & Floyd

**Project Assignment/Duration:** 1998-2002

**Owner Contact Information:** SCDOT, Leland Colvin, [colvinld@scdot.org](mailto:colvinld@scdot.org), (803) 737-7900

**Design/Construction Value:** \$386 million

**Project Description:** The Conway Bypass was the first major design/build project completed by SCDOT. Mr. Davis' responsibilities included leading the team that provided design for the roadway, six interchanges, and 17 AASHTO-girder grade-separation bridges. The design was completed within 18 months of notice to proceed. Construction began in April 1998 and finished in May 2002, seven months ahead of schedule. This high-speed, rural freeway project included 57 miles of road and bridge designs for the mainline, side roads, frontage roads and ramps. The project is located in an environmentally sensitive area (coastal South Carolina) which required coordination with the resource agencies to minimize impacts during construction. Responsibilities also included close coordination with the prime contractor and SCDOT for design team disciplines including road, bridge, drainage, signage, pavement markings, traffic control, right-of-way acquisition, utility coordination, permitting, and scheduling. **Relevance to the US1/I20 project would be the US17/SC22 interchange roadway and maintenance of traffic design which included the high traffic count for US17 along with maintaining access to commercial properties adjacent to the proposed improvements. Innovative access to prevent commercial acquisitions were developed for Hooters and Red Lobster.**

*Relevant Accomplishments*

- **Design of six interchanges with one complex interchange at US17/SC22**
- **TCP focused on commuter and worker safety; and maintaining commercial access at US17/SC22**
- **Right of way acquisition for nearly 100 tracts including several residential and commercial relocations**
- Major electric transmission line relocation on US 17 (Santee Cooper)
- Accelerated design schedule

**SCDOT US 76/378 Bridge replacement over Mill Creek, Richland County, SC**

**Key Personnel Role:** Project Manager/Roadway Design Lead/Engineer of Record

**Experience with Current Firm:** Atkins

**Project Assignment/Duration:** 2011-2015

**Owner Contact Information:** SCDOT, Ladd Gibson, [gibsonls@scdot.org](mailto:gibsonls@scdot.org), (803) 737-3511

**Design/Construction Value:** \$8 million

**Project Description:** The project involved replacement of the existing, structurally deficient, and functionally obsolete eastbound and westbound bridges on US 76/378 (Garners-Ferry Road over Mill Creek). Mr. Davis served as the Project Manager and lead roadway engineer for this turnkey project. His team conducted an alternatives analysis; actively engaged the community through a public informational meeting; prepared an environmental document, design plans, specifications, environmental permits, and estimates, and obtained a FEMA CLOMR/LOMR for this high volume arterial. **The maintenance of traffic plan included maintaining all lanes of traffic (two in each direction) during all phases of construction,** so the design included an onsite detour utilizing a temporary bridge.

*Relevant Accomplishments*

- **Complex maintenance of traffic plan requiring all lanes of traffic open during peak hours**
- City of Columbia 24" waterline relocation
- Vertical alignment improvements
- Obtained FEMA CLOMR/LOMR based on revised hydrology
- Environmental permits

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

*Mr. Davis will not be required to be on-site full-time, but will attend all routine project meetings in person and will be primarily dedicated to design of the project.*

## KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:

**Dipak Patel, PE**  
**Chief Operating Officer/Principal Engineer**

b. Role of Key Individual for this Project:

**Traffic Engineer**

c. Name of Firm with which you are now associated:

**DAD N Associates, LLC**



d. Years of Experience: With this Firm **3** Years With Other Firms **28** Years

**DAD N Associates, LLC:** Chief Operating Officer & Principal Engineer, 2016-Present: Responsible for the ongoing DAD N Associates operations and sales of services related Traffic and Transportation Engineering. Spearhead efforts to build customer rapport and retain client base; provide timely delivery and product turnaround. Champion "Big Data" technology and processes used to develop real-time measures of effectiveness on Transportation Systems.

**SCDOT:** Director of System Performance Management, 2008-2016: Directed the development, design and execution of performance-based analysis and solutions of "Corridors" whose construction cost exceeds the anticipated funding for a period of three years of the entire interstate program. Directed the policy and procedures development to integrate Probe Data (INRIX data) into project planning, System Management and strategic funding. With the advent of Map21 and FAST act, SCDOT's efforts today are at the fore front of states using "Big Data" in System Management. Responsible for the identification and implementation of Travel Demand Management Strategies the first to be funded with Intestate funds.

**SCDOT:** Assistant Chief Engineer for Planning, Location and Design, 2007-2008: Led diverse teams in appointed positions to develop, design, and execute Performance-based analysis and solutions for the I-26/I-126/I-20 corridor, identified as a Mega Projects in the STIP. Implemented cost containment plan in accordance with the SCDOT's strategic plan.

**SCDOT:** Deputy State Highway Engineer for Safety & Emergency Management, 2006-2008: Administered the state-wide transportation safety and emergency management programs involving all transport modes, including air, sea, railway, and roadway. Crafted safety strategies and prepared formal emergency response plans. Instituted the first Strategic Highway Safety Plan for the State and the Standard Operating Procedures for Emergency Management. Directed Emergency Management response training programs for employees and oversaw the first establishment of the SIT teams in coordination with Highway Patrol.

**SCDOT:** Traffic Design Engineer, 1988-2006: Directed engineers in Highway Performance Design, from needs assessment and requirements to data collection and analysis to solution development. Conducted in-depth studies of traffic patterns, speed, accident rates, capacity, and delays to identify improvement opportunities. Managed engagements with consultants to evaluate scope, budget, and effectiveness of recommendations. Prepared and presented proposals to key local/state stakeholders. Established formal procedures and department best practices. Coordinated team member training and development activities. Planned and managed project budgets/resources.

#### e. Education:

Postgraduate Diploma (Master's Level), Traffic and Transportation Engineering, Birmingham City University, Birmingham, UK  
 Higher National Diploma (Bachelor's Level), Civil Engineering, Birmingham City University, Birmingham, UK

#### f. Active Registrations:

PE / SC/ 19492

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

#### Road Network Improvements on Corley Mill Road and Ginny Lane in Lexington County, South Carolina

**Key Personnel Role:** Traffic Design Engineer

**Experience with Current Firm:** DAD N Associates, LLC

**Project Assignment/Duration:** 2017

**Owner Contact Information:** Mead & Hunt, Debbie Weaver, PE, [Deb.Weaver@meadhunt.com](mailto:Deb.Weaver@meadhunt.com), (330) -612-4145

**Design/Construction Value:** \$18 million

**Project Purpose:** Consider impacts of the proposed land uses on US 378 and the connecting road network in the Lexington County. The study was to include the planned land uses on Corley Mill Road and River Chase Way.

**Study Scope:** Traffic data collection, traffic design review analysis, trip generation, development of future traffic trips, examination and evaluation of numerous intersections, new location consideration, traffic distribution for each alternate considered (over 12 considered), conducting traffic operational analysis (using SYNCHRO), developed of recommendations to maximize roadway operations and preparations and presentations of the report of findings. Developed base year MOE's to demonstrate performance of alternate proposed.

**Study observation recommended:** Under all alternates considered additional lanes needed on US 378, To improve flow for I-20 WB exiting traffic c, adding three right turn lanes provide noticeable improvement to I-20, Additional lanes on US 378 may require interchange improvements, 2040 and beyond 4 lane sections will be required on US 378 in both directions and In order to encourage Travel Demand Management opportunities, the park and ride should be retained

### **I-85 Corridor/Interchange Improvement Study Spartanburg And Cherokee Counties, South Carolina**

**Key Personnel Role:** Project Director/Lead Traffic Design Engineer

**Experience with Current Firm:** SCDOT

**Project Assignment/Duration:** 2013-2014

**Owner Contact Information:** SCDOT, Mark Pleasant, ACIP, [mark.pleasant@dot.gov](mailto:mark.pleasant@dot.gov), (803) 253-3435

**Design/Construction Value:** \$300 million

**Project Purpose:** Develop concept design recommendations for 31 miles of I-85 to include eleven interchanges from S-42-57 (Exit 80) in Spartanburg County to the South Carolina North Carolina Border in Cherokee County. The interchange where not current AASHTO design standards and experienced more than average crashes.

**Study Scope:** Traffic data collection, traffic design review analysis, trip generation, development of future traffic trips, examination and evaluation of numerous intersections, new location consideration, traffic distribution for each alternate considered (over 12 considered), conducting traffic operational analysis (using SYNCHRO), developed of recommendations to maximize roadway operations and preparations and presentations of the report of findings. Developed base year MOE's to demonstrate performance of alternate proposed. Safety Analysis, identification and development of Measures of effectiveness (MOE's), Collections and assimilation of traffic data for current and future condition, development of a Modal for the whole network in SYNCHRO, development of alternate interchange designs, the development of a staged improvement plan, the development of planning level improvement cost and the preparation of the report of finding.

**Study observation recommended: Phase I:** Upgrade the interchanges at SC 11(Exit 83) and S 39I (Exit 86) and widen I-85 mainline to a six-lane section from Exit 80 to SC 105/Exit 90; **Phase II:** Upgrade the interchanges at S-82 (Exit 95) and SC 18 (Exit 96), and widen I-85 mainline to a six-lane section from SC 105 (Exit 90) to SC 18 (Exit 96); **Phase III:** Upgrade the interchanges at S-83 (Exit 99) and SC 511 (Exit 102) and widen I-85 mainline to a six-lane section from SC 18 (Exit 96) to SC 511 (Exit 102); **Phase IV:** Upgrade the interchanges at S 99 (Exit 104) and US 29 (Exit 106) and widen I-85 mainline to a six-lane section from SC 511 (Exit 102) to US 29 (Exit 106).

### **SCDOT I-26/I-126/I-20 Corridor Management Plan, Columbia SC**

**Key Personnel Role:** Project Director/ Lead Traffic Design Engineer Lead/Engineer of Record

**Experience with Current Firm:** SCDOT

**Project Assignment/Duration:** 2008-2009

**Owner Contact Information:** SCDOT, Ladd Gibson, PE, [gibsonls@scdot.org](mailto:gibsonls@scdot.org), (803)-737-3511

**Design/Construction Value:** \$11 million

**Project Purpose:** Study year 2008. I-26/I-20/I-126 Corridor was and still is one of the most congested corridors in state. The traffic volumes are projected to double by 2030 and construction cost of capacity improvements to exceed the entire anticipated interstate funding for a period of over three years. In 2008 the I-26/I-20/I-126 Corridor Taskforce was established to develop a plan of action to address the corridor's economic sustainability by identifying sustainable improvements as funding was identified. This plan was to take into consideration both regional and national economic needs. The task assigned to the committee was to address and develop a short-term solution with the \$10.5 Million allocated and develop a long-range plan that could be implemented in phases as funding was identified. The challenge was to develop strategies that complimented each other, considered and stayed within the right of way that had already been acquired, addressed traffic operations and considered.

**Study Scope:** Conducted research and formulated method of approach; Collected data from multiple sources; Developed base mapping needs and aerial photography; Developed a balanced Network for trips; Developed a trip Matrix. Develop a multimodal approach to system management by identifying improvements in Travel Demand Management, Modal Options, Traffic Operational Improvements and Capacity Improvements.

**Study observation recommended: Phase I:** In order to reduce the number of weaves develop an Express lane (either with pavement markings or a physical barrier) for West Bound I-26 from West Bound I-126 to past the St. Andrews Road interchange with I-26. (Estimated Cost of \$8.5 Million) and mark the inside barrier lane on East Bound I-26 with a solid white line to create an express lane for East Bound I-26 traffic to I-126. **Phase II:** Construct an additional lane on I-26 from St Andrews Road to Broad River Road using the right of way available (at an estimated Cost of \$80.00 Million). Rebuild Shoulders to full depth for a width of 14 feet to carry traffic when needed during peak demands in total providing a five-lane section effectively in both directions during the peak period. **Phase III:** Improve the St. Andrews interchange with I-26; Broad River Road interchange with I-20 and Improve the Bush River Road interchange with I-20. **Phase IV:** Consider a Collector Distributer on I-26 and I-20, a true system to system interchange at I-26 & I-20 and interchange improvements at Bush river Road, St Andrews Road, Broad River Road and Colonial Boulevard.

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

*Mr. Patel will not be required to be on-site full-time but will attend all routine project meetings in person and will be primarily dedicated to design of the project.*

## KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:

**Taylor Keith, RW-RAC**  
**Senior Manager, Right of Way Services**



b. Role of Key Individual for this Project:

**Right of Way Manager**

c. Name of Firm with which you are now associated:

**Telecommunication & Industrial Consulting Services Corp. (TELICS)**



d. Years of Experience: With this Firm 8 Years With Other Firms 7 Years

**TELICS:** Senior Manager, Right of Way Services, 2011-Present: Mr. Keith's leadership and experience have evolved through managing large Right of Way projects for clients including Departments of Transportation, Design Build Firms, Transportation and Infrastructure Contractors, Regional Airports, Municipalities, Communication Companies, and other consultants. He is responsible for overseeing all DOT projects, staff and offices in North and South Carolina. Projects he has completed include acquisition and/or relocation assistance provided for interchange realignments, road widening, roadway improvement, neighborhood improvement, airport expansion (aviation easements), storm water and utility improvement projects, and bridge replacements. His responsibilities include overseeing all right of way services including offer preparation, negotiation, establishment of relocation eligibility and benefits, completion of submittal packages, recordation, assistance with closing when required, and other acquisition and relocation advisory services, all in accordance with the Uniform Relocation Assistance and Real Property Acquisition for Federal and Federally-Assisted Programs (49 CFR Par 24). Mr. Keith also implemented quality control procedures to provide consistent, high-quality results to his clients. Mr. Keith has served as a Right of Way Manager for design-build contracts with a total design/construction value of more than \$800 million.

**His freeway/interstate design build experience includes SC I-85 Reconstruction and Widening (MM 77 to MM 98) in Spartanburg and Cherokee Counties (SC), R-2250 Greenville Southwest Bypass in Pitt County (NC), I-3802A I-85 Widening in Cabarrus and Rowan Counties (NC), R-2247EB US 52 Future I-74 Interchange in Forsyth County (NC), I-5110 Future I-73 in Guilford County (NC), R-2635D, NC 540 Triangle Expressway Interchange in Wake County (NC), R-2123CE I-485 / I-85 Interchange Improvements in Cabarrus County (NC), and R-2583 US 158 Road Improvements in Hertford County (NC).**

**NCDOT:** Right of Way Agent (Division 2), 2004-2011: Responsible for Right of Way services for NCDOT highway projects

**NCDOT:** Transportation Tech (Division 2), 2001-2004: Responsible for GIS location of wetland boundaries and Culvert crossings

e. Education:

East Carolina University / Greenville, North Carolina / Bachelor of Science / Urban and Regional Planning  
 International Right of Way Association (IRWA) Certification Training

f. Active Registrations:

NC Real Estate License # 234278  
 IRWA Member # 7906126  
 APWA Member # 757442  
 Notary Public

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

**SCDOT Design-Build Project ID P027114, I-85 Reconstruction and Widening, Spartanburg and Cherokee Counties, SC**

**Key Personnel Role:** Right of Way Manager

**Experience with Current Firm:** TELICS

**Project Assignment/Duration:** 2017-2019

**Owner Contact Information:** SCDOT, Robby Camp, [CampRA@scdot.org](mailto:CampRA@scdot.org)  
 O.R. Colan, Matthew Starling, [mstarling@orcolan.com](mailto:mstarling@orcolan.com) (864) 881-4643

**Design/Construction Value:** \$436 million

**Project Description:** This SCDOT Design Build project includes an approximate 3-mile interstate rehabilitation and 16-mile widening of Interstate 85 from four to six lanes. Project includes several interchange improvements, replacement of a railroad crossing and raising a bridge overpass. TELICS provided Right of Way Services as a subconsultant to O.R. Colan, who is part of the Parrish and Partners, LLC Design Build Team. Estimated total project cost is \$436 million. TELICS was responsible for the Right of Way Acquisition and Relocation Assistance Services, including negotiation, relocation assistance, technical services, property inventories, suit information and preparation for condemnation.

*Relevant Accomplishments*

- **Right of way Acquisition for approximately 159 tracts and 30 Relocations (residential and commercial)**



**NCDOT I-3802 Design Build Project, I-85 Widening, Cabarrus and Rowan Counties, NC****Key Personnel Role:** Right of Way Manager**Experience with Current Firm:** TELICS**Project Assignment/Duration:** 2015-2018**Owner Contact Information:** NCDOT, Neal Strickland, [nstrickland@ncdot.gov](mailto:nstrickland@ncdot.gov) (919) 707-4364  
WSP, Daniel Bridges, [daniel.bridges@wsp.com](mailto:daniel.bridges@wsp.com) (704) 342-5404**Design/Construction Value:** \$187 million

**Project Description:** This project consists of adding four travel lanes to Interstate 85 from north of NC 73 in Cabarrus County to US 29-601 Connector in Rowan County. Design Build project will reconstruct approximately eight miles of I-85 and will include interchange modifications. NCDOT awarded Blythe Construction Inc. the contract in April 2014 with Parsons Brinckerhoff as the lead designer. TELICS Project Manager, along with Appraisers and Right of Way Agents performed work on this project as a sub-consultant. They performed all necessary Right of Way Acquisition and Relocation Assistance Services including appraisal reports, acquisition negotiation, relocation assistance, technical services, property inventories, suit information and preparation for condemnation. Right of Way services were completed in 2018 and the total project cost is estimated to \$187 million.

***Relevant Accomplishments***

- **Right of Way Acquisition for approximately 250 tracts and 93 Relocations (25 residential, 35 commercial, 29 signs/billboards and 4 miscellaneous) and 250 Appraisal Reports**

**NCDOT R-2250 Design Build Project, Greenville Southwest Bypass, Pitt County, NC****Key Personnel Role:** Right of Way Manager**Experience with Current Firm:** TELICS**Project Assignment/Duration:** 2015-2017**Owner Contact Information:** NCDOT, Neal Strickland, [nstrickland@ncdot.gov](mailto:nstrickland@ncdot.gov) (919) 707-4364  
HDR Engineering, Paul Meehan, [paul.meehan@hdrinc.com](mailto:paul.meehan@hdrinc.com) (919) 232-6611**Design/Construction Value:** \$231 million

**Project Description:** This Design Build project led by Barnhill Contracting Company and HDR Engineering provides a four-lane divided highway on a new location from south of Old NC 11 to US 264 in Pitt County. This 12.4-mile project will improve traffic flow and congestion. TELICS performed all necessary Right of Way Acquisition and Relocation Assistance Services including appraisal reports, acquisition negotiation, relocation assistance, technical services, property inventories, suit information and preparation for condemnation. Right of Way services were completed in 2017 and the total cost of project is estimated to be \$231 million.

***Relevant Accomplishments***

- **Right of Way Acquisition for approximately 195 tracts and 28 Relocations (21 residential, 5 commercial, 15 signs/billboards and 2 miscellaneous) and 189 Appraisal Reports**

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

*Mr. Keith will not be on-site full-time, but will attend all routine project meetings in person and will be primarily dedicated to Right of Way Management of the project.*



# KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:

**Chris Harkins**  
**Superintendent**



b. Role of Key Individual for this Project:

**Construction Manager**

c. Name of Firm with which you are now associated:

**Crowder Construction Company**



d. Years of Experience: With this Firm **1.5** Years With Other Firms **29** Years

Firm 1: **Crowder Construction Company**, Jobsite Superintendent, 2018-Current: Responsible for crew/project oversight at the job as assigned.

Firm 2: **Zachry Construction**, Bridge Foreman to Superintendent, 2013-2018: Responsible for pile driving and maintenance of traffic.

Firm 3: **Vecellio & Grogan**, Crane Operator Foreman, 2003-2011: Responsible for pile driving, bridge formwork, girder setting, maintenance of traffic and crew oversight.

Firm 4: **Granite Construction**, Bridge Foreman to General Foreman. Responsible for bridge construction and crew oversight. 1997 – 2003

Firm 5: **Hardaway**, Carpenter to Bridge Foreman, 1987-1997: Responsible for bridge construction and crew oversight.

e. Education:

Not Applicable

f. Active Registrations:

Not Applicable

g. Document the extent and depth of your experience and qualifications relevant to the Project. Chris Harkins has over 30 years of progressive construction experience with significant/relevant projects as listed below.

### **I-40/ I-77 interchange in Statesville, North Carolina**

**Key Personnel Role:** Superintendent

**Experience with Current Firm:** Firm 2

**Project/Assignment Duration:** Assigned 2013 to 2015

**Owner Contact Information:** NCDOT, Barb Leatherman, [blleatherman@ncdot.gov](mailto:blleatherman@ncdot.gov), 828-217-2823

**Design/Construction Value:** \$89 Million

**Project Description:** This project consisted of first phase of the I-40/ I-77 interchange in Statesville, NC. The project included several miles of interstate widening and interchange bridges in an area of major interstate with average daily traffic count of 65,000 vehicles per day on I-77 and 64,000 on I-40. Key aspects of this job were **maintenance of traffic, construction over and around 2 busy interstate systems, and was primarily constructed as night work**. Chris' responsibilities included safety and overall jobsite management, work quality, managing multiple crews and the schedule, weekly progress meetings, coordination with Project Manager and working within budget.

### **I-440 Bypass bridges, Knightdale, North Carolina**

**Key Personnel Role:** General Foreman

**Experience with Current Firm:** Firm 3

**Project/Assignment Duration:** Assigned 2001-2003

**Owner Contact Information:** NCDOT, Rick Nelson (retired), [enelson@gfnet.com](mailto:enelson@gfnet.com), (919) 420-7660x8903

**Design/Construction Value:** \$40 Million

**Project Description:** This project includes the I-440 bypass bridge. This project consisted of 4 miles of maintenance of traffic on 440 and I-40, significant amounts of night work were required as well as major interstate lane closures to construct four bridges on 440. Chris' responsibilities included safety and overall **jobsite management, work quality, managing multiple crews and the schedule, weekly progress meetings, coordination with Project Manager and working within budget**.

### **I-540 Raleigh, North Carolina**

**Key Personnel Role:** Crane Operator Foreman

**Experience with Current Firm:** Firm 3

**Project/Assignment Duration:** Assigned 2003-2006

**Owner Contact Information:** NCDOT, Rick Nelson (retired), [enelson@gfnet.com](mailto:enelson@gfnet.com), (919) 420-7660x8903

**Design/Construction Value:** \$67 Million

**Project Description:** This project was for an 8-mile section of I-540 in Raleigh, NC and included 10 bridges in all new construction of this interstate. Chris' responsibilities included safety and overall **jobsite management, work quality, managing multiple crews and the schedule, weekly progress meetings, coordination with Project Manager and working within budget**.

- 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.

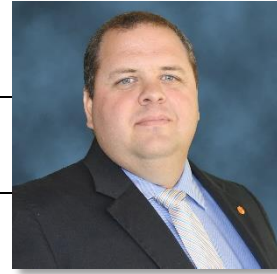
*Chris is currently assigned to the NCDOT C204058 Charlotte Gateway Station as a Structures Superintendent. This project will be complete when construction starts on the US 1 over I-20 Interchange Improvement project.*

# KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:

**Bradley Cain, PE**  
**Construction Manager**



b. Role of Key Individual for this Project:

**Quality Control (QC) Manager**

c. Name of Firm with which you are now associated:

**KCI Technologies, Inc.**



d. Years of Experience: With this Firm **4** Years With Other Firms **13** Years

**KCI Technologies:** Construction Engineer, 2014-Present: Mr. Cain has served as Resident Engineer and Quality Control Manager on multiple transportation road and bridge projects in North and South Carolina.

**Mead & Hunt/RPM Engineers:** Department Manager, 2006-2014: Mr. Cain started working at RPM Engineers in 2006 as a Bridge Design Engineer. He later transferred into the Construction Management group and work his way up from Inspector to Department Manager. Mead & Hunt purchased RPM Engineers during this time.

**SITE-Blauvelt/TRC:** Bridge Design Engineer, 2005-2006: Mr. Cain performed bridge design calculations and CADD tasks to design several bridge throughout South Carolina for the South Carolina Department of Transportation.

**South Carolina Department of Transportation:** Summer Intern, Summer of 2003 and 2004: Mr. Cain served as summer intern on the Cooper River Bridge in Charleston, SC during the summer of 2003 rotating through all groups of the project team. During the summer of 2004 he served as a construction inspector for the Mount Pleasant Approach of the Cooper River Bridge Project.

**Golden Corner Surveying/Cox and Dinkins Surveying:** Survey Rod Man, 2002-2004: Mr. Cain worked as a survey rod man while in school at Clemson University part time gaining valuable experience with all aspects of field surveys.

e. Education:

Clemson University / Clemson, South Carolina / Bachelor of Science / 2004 / Civil Engineering

f. Active Registrations:

2009 / SC / 27753

2012 / GA / PE037467

2014 / NC / 041704

ACI Field Grade I Technician

DHEC Erosion Prevention and Sediment Control (CEPSCI) Inspector

Nuclear Gauge

SCDOT Concrete

SCDOT Earthwork, Drainage & Base

SCDOT Foundations

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

### **I-20 Widening MM 49 to MM 60 Quality Assurance, Lexington County, SC**

**Key Personnel Role:** Assistant Project Manager

**Experience with Current Firm:** KCI Technologies, Inc.

**Project Assignment/Duration:** 2016-2018

**Owner Contact Information:** SCDOT, John Burns, [burnsjm@scdot.org](mailto:burnsjm@scdot.org), (803) 530-8798

**Design/Construction Value:** \$100 million

**Project Description:** The I-20 Widening from MM 49 to MM 60 project consists of widening of I-20 from four to six travel lanes from west of S-204 (Longs Pond Road) to west of US 378. The project also includes full reconstruction of the existing 4 lanes of concrete pavement for approximately six miles and the replacement of the two I-20 bridges over Norfolk Southern Railroad/Meat Plant Road. The CEI services include performing **construction management, construction engineering, construction survey verification, assurance and acceptance inspection and testing in the areas of concrete, foundation, earthwork, drainage, CSAB, concrete paving, erosion control, traffic control, and asphalt roadway** to determine compliance with the contract requirements. Mr. Cain was involved from design reviews thru construction. Initially he provided design constructability and CPM Schedule reviews. Once construction started, Mr. Cain supervised the construction engineering and inspection consultant staff to ensure compliance with the project contract requirements. Including but not limited to traffic control inspections, erosion control inspections, CPM Schedule reviews, materials testing and documentation and tracking, construction monitoring. He oversaw the inspection and testing of shoulder reconstruction, earthwork, drainage, CSAB, bridge foundation, retaining walls, temporary shoring walls, bridge concrete structural components, asphalt milling and asphalt paving.

### **Emergency Bridge Replacement Package 2 Design-Build - SC 48 over Tom's Creek and SC 769 over Cedar Creek, Richland County, SC**

**Key Personnel Role:** Quality Control Manager

**Experience with Current Firm:** KCI Technologies, Inc.

**Project Assignment/Duration:** 2015-2016

**Owner Contact Information:** SCDOT, Allen Thompson, [thompsonja@scdot.org](mailto:thompsonja@scdot.org), (864) 737-6660

**Design/Construction Value:** \$3 million

**Project Description:** KCI provided quality control inspection services for the Emergency Bridge Replacement Package 2 Design Build project in Richland County, SC. A historic flooding event caused significant travel disruptions throughout the state. SCDOT set the priority for critical bridge replacements and identified six packages of bridges. Package 2 consisted of all work necessary to remove the remainder of the damaged SC 48 (Bluff Road) 40-foot culvert across Toms Creek and SC 769 (Congaree/Air Base Road) 40-foot culvert across Cedar Creek, and to construct new bridges in these locations with the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. The construction inspection and material testing duties required that we provide certified inspectors for all the facets of the construction, and we verify that all materials are in accordance with SCDOT specifications. KCI inspectors monitored, inspected and tested all aspects of the construction of these two driven pile, flat slab bridges including but not limited to **erosion control, traffic control, earthwork, pile foundations, concrete structures, concrete cylinder testing, and asphalt paving**. Mr. Cain's duties included ensuring a certified SCDOT inspector was on site and performing the required inspections and testing per the Quality Control Plan, review all inspection and materials test reports, monitor and track any deficient material tests specimens, review and provide assistance to the Contractor Project Manager with document control and tracking ensuring all material test reports and certifications are properly submitted to the SCDOT for review and acceptance.

**Emergency Bridge Replacement Package 5 Design-Build - US 301 over Black River Swamp, Clarendon County, SC**

**Key Personnel Role:** Quality Control Manager

**Experience with Current Firm:** KCI Technologies, Inc.

**Project Assignment/Duration:** 2016

**Owner Contact Information:** SCDOT, Scott McElveen, PE, [mcelveends@scdot.org](mailto:mcelveends@scdot.org), (803) 531-6850

**Design/Construction Value:** \$13 million

**Project Description:** KCI provided quality control inspection services for the Emergency Bridge Replacement Package 5 Design Build project in Clarendon County, SC. A historic flooding caused significant travel disruptions throughout the state. SCDOT set the priority for critical bridge replacements and identified six packages of bridges. Package 5 consisted of all work necessary, within a 1.5 mile section of US 301 over the Black River Swamp, to remove the remainder of four existing bridges and to construct new bridges, including the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. The project also included roadway and drainage work between the four bridges within the entire 1.5 mile corridor. The flooding resulted in irreparable damage to the supporting bridge piers of all four bridges and completely washed out sections of the approach roadway. The construction inspection and material testing duties required that we provide certified inspectors for all the facets of the construction, and we verified that all materials are in accordance with SCDOT specifications. KCI inspectors monitored, inspected and tested all aspects of the construction of these two driven pile, flat slab bridges including but not limited to **erosion control, traffic control, earthwork, pile foundations, concrete structures, concrete cylinder testing, and asphalt paving**. Mr. Cain's duties included ensuring a certified SCDOT inspector was on site and performing the required inspections and testing per the Quality Control Plan, review all inspection and materials test reports, monitor and track any deficient material tests specimens, review and provide assistance to the Contractor Project Manager with document control and tracking ensuring all material test reports and certifications are properly submitted to the SCDOT for review and acceptance.

**Emergency Bridge Replacement Package 6 Design-Build - SC 48 (Bluff Road) over Back Swamp, Cedar Creek and Dry Branch, Richland County, SC**

**Key Personnel Role:** Quality Control Manager

**Experience with Current Firm:** KCI Technologies, Inc.

**Project Assignment/Duration:** 2016-2017

**Owner Contact Information:** SCDOT, Robert Power, [powerrw@scdot.org](mailto:powerrw@scdot.org), (803) 796-9540

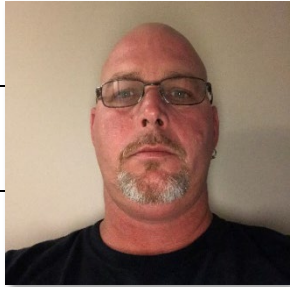

**Design/Construction Value:** \$6 million

**Project Description:** KCI provided quality control inspection services for the Emergency Bridge Replacement Package 6 Design Build project in Richland County, SC. A historic flooding caused significant travel disruptions throughout the state. SCDOT set the priority for critical bridge replacements and identified six packages of bridges. Package 6 consisted of three bridges at separate locations along SC 48 (Bluff Road) over Back Swamp, Cedar Creek, and Dry Branch, just south of Columbia, SC, with close proximity to the Package 2 bridges. The flooding caused irreparable damage to the supporting bridge piers of all three bridges, and the resulting road closure and detour caused long term travel delays for local residents and commuters. The scope of the project was to replace the existing bridges and to repair/improve the approach roadway and drainage on either end of each bridge. The construction inspection and material testing duties required that we provide certified inspectors for all the facets of the construction, and we verified that all materials are in accordance with SCDOT specifications. KCI inspectors monitored, inspected and tested all aspects of the construction of these two driven pile, flat slab bridges including but not limited to **erosion control, traffic control, earthwork, pile foundations, concrete structures, concrete cylinder testing, and asphalt paving**. Mr. Cain's duties included ensuring a certified SCDOT inspector was on site and performing the required inspections and testing per the Quality Control Plan, review all inspection and materials test reports, monitor and track any deficient material tests specimens, review and provide assistance to the Contractor Project Manager with document control and tracking ensuring all material test reports and certifications are properly submitted to the SCDOT for review and acceptance.

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

*Mr. Cain is currently not assigned to any projects and is 100% available for the US 1 over I-20 project.*

# KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title: <b>Jimmy Paschal</b> <b>Foreman</b>	
b. Role of Key Individual for this Project: <b>MOT Manager</b>	
c. Name of Firm with which you are now associated: <b>Crowder Construction Company</b>	
	
d. Years of Experience: With this Firm <u>9</u> Years <u>0</u> With Other Firms Years Firm 1: <b>Crowder Construction Company</b> , Foreman– Responsible for crew oversight at the job as assigned, 2017 – current, Leadman 2017, Laborer / Leadman Apprentice – 2010 to 2017.	
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): Associates Degree in Computer Science - South Piedmont Community College - 2005	
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: Not Applicable	
g. Document the extent and depth of your experience and qualifications relevant to the Project. <u><b>SCDOT File 3283411 Rainbow &amp; Leaphart Drive Bridges over I-26, West Columbia, SC</b></u> <b>Key Personnel Role:</b> Jobsite Foreman <b>Experience with Current Firm:</b> Firm 1 <b>Project/Assignment Duration:</b> 2016-2019 <b>Owner Contact Information:</b> SCDOT, Robert Power, <a href="mailto:PowerRW@scdot.org">PowerRW@scdot.org</a> , (803) 796-9540 <b>Design/Construction Value:</b> \$19 Million <b>Project Description:</b> Leaphart bridge was originally planned to be an offline replacement; however, a significant, tractor-trailer truck strike required emergency demolition of portions of this bridge over I-26; the Rainbow bridge, also spans I-26 and the demo was systematic with minimal impact to traffic. Both bridges have been demolished, the Leaphart and the Rainbow bridges are complete. Jimmy was supervisor in charge for all <b>intestate lane closures, maintenance of frontage roads, and coordination of activities with Highway Patrol and various stakeholders. Traffic control included double dual nightly lane closures on I-26.</b>	
<u><b>NCDOT Div 9 Design Build - Davidson, Forsyth, Rowan &amp; Stokes Counties C202978</b></u> <b>Key Personnel Role:</b> Jobsite Leadman <b>Experience with Current Firm:</b> Firm 1 <b>Project/Assignment Duration:</b> 2014-2015 <b>Owner Contact Information:</b> NCDOT, Jeremy Guy, <a href="mailto:jmguy@ncdot.gov">jmguy@ncdot.gov</a> , (336) 747-7950 <b>Design/Construction Value:</b> \$15 Million <b>Project Description:</b> Design, Construction and Management of the replacement of NINE bridges -four in Davidson, One in Forsyth, Three in Rowan and One in Stokes Counties. Project to include <b>Design Services, Construction Services, Permits, Utility Coordination, Right of Way acquisition, Construction Engineering &amp; Inspection</b> - bridges range in length from 70 feet to 410 feet - with average bridge length at 175 feet. Jimmy's role progressed from laborer/leadman to traffic supervisor. He handled lane closures and MOT for bridgework on this project.	
<u><b>Ellerbe Creek Aerial Sewer, Durham, North Carolina</b></u> <b>Key Personnel Role:</b> Jobsite Foreman <b>Experience with Current Firm:</b> Firm 1 <b>Project/Assignment Duration:</b> 2013-2014 <b>Owner Contact Information:</b> Kimley-Horn, Nolan Raney, PE, <a href="mailto:Nolan.Raney@kimley-horn.com">Nolan.Raney@kimley-horn.com</a> , (919) 653-6625 <b>Design/Construction Value:</b> \$2.5 Million <b>Project Description:</b> <b>Replacement of an existing aerial sewer bridge with new plate girder bridge.</b> The existing twin 30-inch pipes remained, and new concrete abutments were to be installed to support the new pipe bridge. The new concrete abutments were supported on micropiles. The pipes were active and are the main influent to a waste water treatment plant. The project required bypass pumping while the new pipe bridge was being installed. Jimmy was training as a leadman on this project.	
h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. <i>Jimmy was the lead jobsite superintendent on the SC File 3283411 Rainbow and Leaphart Rd bridges over I-26 which will be completed this spring, and he will build a set of bridges in Goldsboro over the next year. He will be available 100% of the time for the US 1 over I-20 Lexington County project.</i>	



**APPENDIX B: WORK HISTORY AND QUALITY FORM - SECTION 3.5.1**

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WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER

CROWDER CONSTRUCTION COMPANY



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify Crowder’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>RAINBOW &amp; LEAPHART BRIDGES OVER I-26</b> Location: <b>WEST COLUMBIA, SC</b>	<b>Name:</b> <b>CROWDER CONSTRUCTION COMPANY PRIME CONTRACTOR</b> <b>BID BUILD CONTRACT DELIVERY</b>	Name of Owner: <b>SCDOT</b> Project Manager: <b>ROBERT POWER, RCE</b> Phone: (803) 206-4812 Email: <a href="mailto:POWERRW@SCDOT.ORG">POWERRW@SCDOT.ORG</a>	Construction completed: <b>5/2019</b>	<b>\$19,852</b>	<b>\$8,444</b>

g. Narrative describing the work performed by **Crowder Construction**. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

Construction of replacement bridges on Rainbow Rd and Leaphart Rd to widen shoulders and raise the bridges to provide additional clearance for traffic underneath on I-26 in West Columbia. Both bridges were built in the 1950’s and were too low for new interstate standards, both have been hit multiple times by traffic on I-26. The 2018 average daily traffic counts for I-26 in this area are just under 95,000 per day. Work involved demolition and new bridge construction over the interstate along with 125,000 CY of embankment placed for new approaches. The Rainbow Rd. Bridge was completely shut down for the new construction. The original plan was to maintain traffic on the Leaphart Ave. bridge and build the new bridge in phases with a new alignment; however, a significant strike by a tractor trailer truck required emergency demolition which was completed during a single night shut-down with traffic back on the interstate in less than four hours. Project includes drilled shafts, driven pile, temporary shoring, spread footers, concrete girders, precast box culvert, MSE walls, two bridge structures and approaches, signalization, heavy volume interstate traffic control. Project is substantially complete.



Similarities

- Bridge construction over High Traffic Interstate
- Major route & traffic congestion
- Roadway & traffic improvements
- Environmentally sensitive area
- Similar bridge construction

Personnel

- George Ellis, PE – Division Manager
- Kier Ouderkirk, PE – Project Manager
- Jimmy Paschal, Foreman/MOT Manager

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

This project is on one of the most congested areas of Interstate in South Carolina and in the same district as US 1 over I-20. Crowder partnered with SCDOT to complete the systematic demolition of Rainbow Bridge and in depth planning of the emergency demolition of the Leaphart Bridge. Some of the key construction team members proposed for US 1 over I-20 served in the same roles on this project. This project is anticipated to be completed on-time and near budget. The possible budget overruns would be associated with the emergency demolition.

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

This project is being completed with the highest quality. Weekly meetings between Crowder, SCDOT, and major subcontractors serve as a means to collaborate on the project and address issues that could negatively affect the project.

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

All answers to the questions in Section 3.5.3. are “No” for this project.

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER

CROWDER CONSTRUCTION COMPANY



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A’s or B’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>SC FILE 10.037901AR1 US 78 &amp; SC 7</b> Location: <b>NORTH CHARLESTON, SC</b>	Name: <b>CROWDER CONSTRUCTION COMPANY PRIME CONTRACTOR BID BUILD CONTRACT DELIVERY</b>	Name of Owner: <b>SCDOT</b> Project Manager: <b>M. KEVIN TURNER</b> Phone: <b>(843) 740-1665</b> Email: <a href="mailto:TURNERMK@SCDOT.ORG">TURNERMK@SCDOT.ORG</a>	<b>Construction Started: 6/ 2013</b> <b>Construction Completed: 9/2016</b>	<b>\$34,424</b>	<b>\$20,000</b>
g. Narrative describing the work performed by Crowder. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>The project includes two bridge replacements - one is located at US 78 at Rivers Avenue, the other at SC 7 at Cosgrove Avenue in North Charleston. The US-78 bridge is 1,200 feet long and 44 feet wide with curved structural steel with integral bents. It contains 13 drilled shafts, two of which are 175 feet deep, as well as 36-inch diameter stone columns at each approach and 24-inch pipe pile at each end bent. The demolition of the existing US78 bridge was over Meeting Street and multiple existing CSX and Norfolk Southern railroad tracks. The new bridge was constructed to span over five future tracks going into the Charleston Port. The SC-7 bridge is 860 feet long and 72 feet wide and contains 20 drilled shafts, all 100 feet deep. It also includes 42-inch diameter stone columns at each approach, along with earthquake drains, as well as HP14x73 pile at each end bent. Crowder partially demolished the SC 7 bridge over Meeting Street and existing CSX and Norfolk Southern railroad tracks and through the middle of an active concrete plant. The new bridge was constructed in two phases to keep Cosgrove Avenue operational during the replacement, which involved extensive MOT and coordination with both CSX and Norfolk Southern to complete the work. It was also built for future tracks going into the Charleston port.</p>				<div>Similarities<ul style="list-style-type: none"><li>Major Stakeholder involvement</li><li>Complex Bridge Construction</li></ul></div> <div>Personnel<ul style="list-style-type: none"><li>George Ellis, PE – Division Manager</li></ul></div>	
h. Self-Assessment. The information provided in this section should be a self-assessment of Crowder’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>This project had many obstacles to overcome. Each bridge had travelling public, active rail lines and close proximity to homes and businesses. The proposal required A+B bidding method, but in this case, each of the two bridges had their own maximum number of days and daily cost for construction; making it A + B1 + B2, adding complexity to the standard hard bid proposal. Crowder was the successful bidder at \$34,870,970 on the A portion of the bid, and bid 425 days for the US 78 site and 700 days for the SC-7 site. The maximum days allowed by SCDOT were 550 days for US 78 and 910 days for SC-7. Crowder finished this 3-year project with a final contract amount less than originally bid without any claims, dispute proceedings, litigation, or liquidated damages.</p>					
i. Quality Initiatives. Discuss Crowder’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>This was a very complex project with an aggressive schedule involving work around many obstacles. From the beginning of the project, a CPM schedule was created, maintained, and adhered to throughout the project. Through partnering with all stakeholders, we were able complete the project on-time, avoid claims, and complete the project under-budget.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
All answers to the questions in Section 3.5.3. are “No” for this project.					



WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER

CROWDER CONSTRUCTION COMPANY



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A’s or B’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>NCDOT I-85 CONCRETE REPAIRS</b> Location: <b>MECKLENBURG COUNTY, NC</b>	Name: <b>CROWDER CONSTRUCTION COMPANY PRIME CONTRACTOR BID BUILD CONTRACT DELIVERY</b>	Name of Owner: <b>NORTH CAROLINA DEPARTMENT OF TRANSPORTATION</b> Project Manager: <b>KEVIN BRIDGES, RCE</b> Phone: <b>(980) 523-0080</b> Email: <a href="mailto:KABRIDGES@NCDOT.GOV">KABRIDGES@NCDOT.GOV</a>	9/2019	\$15,000	\$2,000
g. Narrative describing the work performed by Crowder. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>This project includes slab leveling, partial and full depth patching, roadway joint sealing and diamond grinding for smoothness of the concrete roadway. It also includes bridge joint replacements, partial and full depth deck repairs, and polymer overlay to complete. The project covers 16 miles of four lane interstate with ramps for 81 lane miles of interstate through Charlotte, North Carolina with average daily traffic counts of 157,00 per day. The initial quantities included 580,000 SY of PCC Diamond Grinding, 700,000 LF of PCC Joint Repair sealant and four structures deck repairs, Polymer Overlay and joint replacements. With the exception of bridge joint replacement, which is being managed only on weekends with multi-lanes closures, the work is primarily accomplished at night, which will require 400 nights of lane closures. Initially patching was expected to be 205 square feet, but this has changed to over 6000 square feet, becoming a major item. The finished roadway will have all new pavement marking which will include reflectors and paint.</p>			 <i>Figure 1- Full Depth Concrete Patch (night lane closure)</i>		 <i>Figure 2- Full Depth Deck Repair - (weekend lane closure – hydro concrete demo)</i>
<div>Similarities<ul style="list-style-type: none"><li>• Bridge construction on High Traffic Interstate</li><li>• Major route &amp; traffic congestion</li></ul></div> <div>Personnel<ul style="list-style-type: none"><li>• George Ellis, PE – Division Manager</li><li>• Kier Ouderkirk, PE – Project Manager</li></ul></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of Crowder’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Pre-Bid Crowder questioned the low number of lane closures and slurry disposal resulting from diamond grinding operation specified in the bid documents and was instructed to bid as specified. Immediately upon award we began discussions with local and division NCDOT representatives to resolve the issues with the quantity and scope discrepancies. Crowder has been very transparent with NCDOT regarding overruns. We are working in partnership with NCDOT to mitigate claims and disputes.					
i. Quality Initiatives. Discuss Crowder’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.					
Crowder likes to choose the best value for our clients. Specific to this project, we chose a concrete patch material from the specified list that we feel is higher quality and will perform better longterm. The NCDOT and Crowder have worked together cooperatively to determine the most cost effective and high quality project components constructible with minimal impact to the traveling public.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
All answers to the questions in Section 3.5.3. are “No” for this project.					

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER

KCI Technologies, Inc.



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KCI’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 KCI (in thousands)
Name: <b>R-2247CD &amp; EC – WINSTON-SALEM DESIGN-BUILD INTERCHANGES</b> Location: <b>FORSYTH COUNTY, NC</b>	Name: <b>BLYTHE CONSTRUCTION, INC.</b>	Name of Owner: <b>NCDOT</b> Project Manager: <b>MICHAEL SHUMSKY, PE</b> Phone: <b>(919) 707-6627</b> Email: <a href="mailto:MSHUMSKY@NCDOT.GOV">MSHUMSKY@NCDOT.GOV</a>	Professional Services: <b>08/2018</b> Anticipated Construction: <b>12/2019</b>	<b>\$43,900</b>	<b>\$4,075</b>
g. Narrative describing the work performed by KCI. Include the office location(s) where the design work was performed and whether KCI was the lead designer or a sub-consultant.					
<p><b>SR 1891 (Peace Haven Road) over US 421, NCDOT Project R-2247CD</b>, is an interchange improvement design-build project in Winston Salem, NC. The project realigned three ramps of a diamond interchange and added one loop to improve the operations of the interchange. A third lane in each direction was added on US 421 thru the interchange. The 2036 AADT of SR 1891 is 21,875 vpd. Also, access to SR 1891 from Kester Mill Road was eliminated as it was in close proximity to the ramp termini. The SR 1891 bridge was reconstructed in a single phase to the west to avoid impacts to the existing traffic pattern. The new bridge is a 244’x89.58’ horizontally curved two-span prestressed concrete girder bridge with spill thru end slopes. The new bridge accommodates two thru lanes in each direction, a turn lane at each end, and sidewalks on both sides. Additionally, a bridge replacement on Kester Mill Road over Silas Creek was also required. The new structure is a 70’x30’ hollow cored slab bridge. The project also included design and construction of a soil nail retaining wall and four sound walls.</p> <p><b>NC 65 (Bethania-Rural Hall Road) over US 52 (Future I-74), NCDOT Project R-2247EC</b>, is an interchange improvement design-build project was let in the same contract as R-2247CD. This project let as preparation for the future terminus of the Winston Salem Northern Beltway (WSNB) which will also serve as I-74. The project modified the interchange from a diamond interchange to a partial cloverleaf with ramps and loops in the western quadrants. The design also accommodates a future collector distributor system from the future WSNB interchange located immediately to the east. Our design also included the preliminary design of several ramps for the future interchange to be incorporated into a future design-build project. The 2035 AADT of NC 65 is 18,900. The NC 65 bridge was stage constructed to the west to minimize impacts to interchange operation during construction. The new bridge is a 385.5’x103.08’ two span structural steel girder bridge with spill thru end slopes. The new bridge accommodates two thru lanes in each direction, dual left turn lanes, and sidewalks on both sides. The new structure also includes a precast fascia panel system that simulates a concrete arch on each side. The project also included the design and construction of 2 sound walls. This project also included the permitting of the entire WSNB corridor which required extensive coordination with the consultants performing the design-build preparation for NCDOT.</p> <p>The overall design management, roadway design, utility coordination, wet utilities design, and surveys were performed in KCI’s Raleigh, NC, office under the supervision of Charlie Flowe. The structures design was performed in KCI’s Charlotte, NC office under the supervision of Jared Medlin. All other services were performed by subconsultants.</p>				<div>Similarities</div> <ul style="list-style-type: none"><li>Aggressive DB schedule to complete project</li><li>Interchange Improvements</li><li>No impacts to facilities under interstate</li><li>Major route &amp; traffic congestion</li><li>Suburban/Urban Location</li><li>Roadway &amp; traffic improvements</li><li>Traffic control devices</li><li>Transportation management plan</li><li>Major Utility coordination</li><li>Major stakeholder coordination</li><li>Public involvement/communications</li></ul>	
				<div>Personnel</div> <ul style="list-style-type: none"><li>Charlie Flowe, PE: Project Manager/Roadway Lead Engineer</li><li>Jared Medlin, PE: Structures Lead Engineer/EOR</li><li>Eric Burgess, PE: Structures Quality Control/Assurance</li></ul>	
				h. Self-Assessment. The information provided in this section should be a self-assessment of KCI’s performance on the project to identify teams with firms or personnel that have successfully completed projects on time and on or under budget, and to identify firms that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.	
				KCI worked with the design-build team and NCDOT to develop a schedule to deliver the RFC plans to meet the Contractors schedule for the design phase of the project. The agreed upon schedule called for parallel design for each interchange. KCI was able to assign independent design squads to each interchange to meet the demanding schedule. Critical Path tasks were identified early and delivered on-time. All work performed by KCI was delivered without a contract modification or change order to KCI’s design fee. The project is currently under construction without any current or known claims resulting from KCI’s portion of the work.	
i. Quality Initiatives. Discuss KCI’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.					
KCI’s bridge engineers were instrumental in developing efficient and cost saving ideas during the pursuit phase that directly helped the D-B team cut millions off the bid without sacrificing quality or schedule. These cost saving ideas helped the team save the NCDOT over 10% from the next low bidder.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KCI shall provide a detailed explanation below.					
All answers to the questions in Section 3.5.2 are “No” for this project.					



WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER

KCI Technologies, Inc.



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KCI’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 KCI (in thousands)
Name: <b>TRANSFORM I-66 OUTSIDE THE BELTWAY P3</b> Location: <b>FAIRFAX COUNTY, VA</b>	Name: <b>FAM CONSTRUCTION, LLC (FERROVIAL/ALLAN MYERS JV)</b>	Name of Owner: <b>VDOT/I-66 EXPRESS MOBILITY PARTNERS, LLC</b> Project Manager: <b>TOM HEIL, PE, DBIA</b> Phone: <b>(571) 485-0387</b> Email: <a href="mailto:THEIL@FAM66.US">THEIL@FAM66.US</a>	Professional Services: <b>05/2019</b> Anticipated Construction: <b>12/2022</b>	<b>\$2,300,000 (EST.)</b>	<b>\$1,070</b>
g. Narrative describing the work performed by KCI. Include the office location(s) where the design work was performed and whether KCI was the lead designer or a sub-consultant.					
KCI was a sub-consultant on this project and was responsible for the structural design of three bridges and their corresponding retaining walls over I-66 for this project. KCI coordinated with roadway, geotechnical, and drainage disciplines. The structural design work was primarily performed and managed in our Rock Hill, SC office. Design support and quality control was performed from our Richmond, VA office.				<div>Similarities</div> <ul style="list-style-type: none"><li>Aggressive DB schedule to complete project</li><li>Bridges over interstate</li><li>No impacts to facilities under interstate</li><li>Major route &amp; traffic congestion</li><li>Suburban/urban location</li><li>Staged construction</li><li>Major utility relocations</li></ul>	
B616 – Rte. 655 (Jermantown Rd.) over I-66 and SUP-G – B616 is a 407.3’x93.7’ two span structural steel (82” deep) bridge over I-66 (six lanes in each direction), SUP-G multi-use path, and future WMTA Light Rail. The bridge typical section has two lanes in each direction, 10’ raised sidewalk on each side, and a raised concrete median. The bridge will be constructed in two phases. The substructure consists of a pile supported pier wall in the I-66 median and pile supported abutments behind anchored soldier pile walls.				<div>Personnel</div> <ul style="list-style-type: none"><li>Jared Medlin, PE (2018-2019): Structures Manager</li><li>John Acker, PE, SE (2018-2019): Senior Structural Engineer</li><li>Eric Burgess, PE (2018-2019): Structures Quality Control/Assurance</li></ul>	
B620 – Rte. 698 (Cedar Lane) over I-66, SUP-R and Metro – B620 is a 290.3’x53.7’ two span structural steel (64” deep) bridge over I-66 (six lanes in each direction), SUP-R multi-use path, and two WMTA Light Rail in the median. The typical section has one lane in each direction and a raised sidewalk on each side. The bridge will be constructed in two phases. The substructure consists of a drilled shaft supported pier wall in the I-66 median and pile supported abutments behind anchored soldier pile walls.					
B621 – Rte. 650 (Gallows Rd.) over I-66 and Metro – B621 is a 359’x121.3’ two span structural steel (84” deep) bridge over I-66 (16 total lanes including express lanes, GP lanes and ramps) and an existing WMTA Light Rail station in the median. The bridge is located immediately west of the I-66/I-495 interchange. The typical section has three lane in each direction, barrier separated multiuse path on the west side, a raised sidewalk on east side, and a raised concrete median. The bridge will be constructed in two phases. The substructure consists of a drilled shaft supported pier wall in the I-66 median and pile supported abutments behind anchored soldier pile walls.					
h. Self-Assessment. The information provided in this section should be a self-assessment of KCI’s performance on the project to identify teams with firms or personnel that have successfully completed projects on time and on or under budget, and to identify firms that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
KCI worked with the design-build team deliver plans on their schedule to deliver the AFC plans. The agreed upon schedule called for parallel design for each site. KCI was able to assign independent design squads to each site to meet the demanding schedule. Critical Path tasks were identified early and delivered on-time. Structural steel fabrication was identified early, and the plans for all sites were submitted in phases. The superstructure plans were submitted first to allow the steel fabricator to begin work as early as possible. All work performed by KCI was delivered within the agreed budget. The project is currently under construction without any current or known claims resulting from KCI’s portion of the work.					
i. Quality Initiatives. Discuss KCI’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.					
KCI’s bridge engineers were instrumental in identifying key constructability challenges present in the prebid design provided by another consultant. We identified issues and provided cost-effective potential solutions to the Contractor early in the design process to maintain the aggressive schedule. KCI implemented our ISO 9001:2015 compliant Design Quality Manual procedures to minimize errors in the plans.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KCI shall provide a detailed explanation below.					
All answers to the questions in Section 3.5.2 are “No” for this project.					

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER

KCI Technologies, Inc.



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KCI’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 KCI (in thousands)
Name: <b>MD 650, INTERCOUNTY CONNECTOR B DESIGN-BUILD</b> Location: <b>MONTGOMERY COUNTY, MD</b>	Name: <b>KIEWIT/WAGMAN/CORMAN JV</b>	Name of Owner: <b>MARYLAND STATE HIGHWAY ADMINISTRATION</b> Project Manager: <b>MARK COBLENTZ</b> Phone: <b>(301) 586-9267</b> Email: <a href="mailto:MCOBLENTZ@SHA.STATE.MD.US">MCOBLENTZ@SHA.STATE.MD.US</a>	Professional Services: <b>08/2010</b> Construction: <b>10/2010</b>	<b>\$560,753</b>	<b>\$4,600</b>

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

The Intercounty Connector (ICC) is an 18-mile east-west highway corridor connecting Prince George’s and Montgomery Counties, north of Washington, DC. While this was a “mega project,” much of the work required relocation and reconstruction of local and state roads. The MD 650 is a good example of a \$35M urban interchange reconstruction project through a congested area. KCI provided the final design for the Single Point Urban Interchange at MD 650 and MD 200, which was designed to accommodate the traffic volumes for MD 650 in a limited space to minimize impacts to the adjacent residential and business community. KCI was a subconsultant for the project. KCI provided design services from a co-located project office in Beltsville, MD. The new ICC/MD 650 interchange required a complex multi-phased traffic controls plans. The MD 650 bridge was constructed in half width construction for the through movements as the ICC was not open to traffic. The single point interchange provides for a high volume of entrance and exit traffic with very specific design geometry for safe cross turning movements, entrance and exit radius for each corner of the bridge, and ramp merge areas required for traffic to safely weave at the ICC. The traffic analysis required capacity and queue lengths for the ICC exit lanes and balancing the phasing and green time for the capacity along MD 650. KCI prepared roadway, traffic, drainage, and structures plans for two types of classifications, arterial and major collector facilities. The MD 650 single point interchange required a high capacity interchange within a small footprint to avoid impact to adjacent properties. KCI managed the design of the interchange, which included the geometrics alignments of the ramp, turning movements, sight distance, storage lengths, signal timing and pole placement. MD 650 is a six-lane divided highway with the ICC crossing under the interchange. MD 650 was widened to accommodate the double left turn movements within the median and existing ROW and replacement of sidewalk on both sides of the roadway. Design for the roadway, bridge, and traffic control required close coordination to set the geometric alignments for the roadway and intersections. The existing Cape May Road intersection with MD 650 did not provide adequate intersection spacing and, with stakeholder input, was ultimately closed and traffic was diverted to the Bonifant Road and Good Hope Intersection 1000’ to the north. Additional design work included a 10’ asphalt paved pedestrian and bike path along the ICC for future connection to the counties’ trail system. The project included a new two-span bridge over ICC for MD 650. The structural design included retaining walls and design for a two-span steel girder bridge, with a total span of 175’ to accommodate a single point urban diamond interchange. The bridge width of 168’ has curved side framing for the for the ramps with sidewalks on each side, double turn lanes for each ramp and eight lanes of traffic, six through lanes and the opposite two left turn lanes.	<b>Similarities</b> <ul style="list-style-type: none"><li>• Aggressive DB schedule to complete project</li><li>• Interchange Improvements</li><li>• Major route &amp; traffic congestion</li><li>• Suburban/Urban Location</li><li>• Roadway &amp; traffic improvements</li><li>• Traffic control devices</li><li>• Transportation management plan</li><li>• Major Utility coordination</li><li>• Major stakeholder coordination</li><li>• Public involvement/communications</li><li>• Erosion / sediment controls and SWM</li></ul>
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h. Self-Assessment. The information provided in this section should be a self-assessment of KCI’s performance on the project to identify teams with firms or personnel that have successfully completed projects on time and on or under budget, and to identify firms that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.

KCI has experience working with a multi-discipline design teams to provide early clearing and grading , rough grading and final construction plans for utility relocations, multi phased MOT plans, temporary drainage, and permits for time of year restrictions in sensitive environmental areas. Working together and with independent teams we developed a schedule and prepared phased construction plans to address the utility relocations, multi phased MOT control, bridge and culvert crossings with temporary structure or sheeting and shoring and half width construction, phased erosion controls for MOT, and rough grading. By working with the contractor to obtain input on the design, permit requirements, and schedule we were able to revised the plans to managed delays, claims, and litigation.

i. Quality Initiatives. Discuss KCI’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.

KCI’s quality control initiatives were providing input to the contractor on key design, construction, and permit requirements for the project. Our structures engineers coordinated with the contractor for cost effective structure foundations, abutment design and superstructure design for beam size and type. Roadway engineers worked with the profile to balance earthwork between grading segments, traffic engineers developed traffic management and detour alternatives for the contractor to select that meets both the traffic and construction requirements. Drainage engineers coordinated both temporary drainage for rough grading and permanent culverts in the early stages to meet permit requirements, time of year restrictions, maintenance of stream flow, aquatic and wildlife passage design.



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

All answers to the questions in Section 3.5.2 are “No” for this project.

**APPENDIX C: WORK HISTORY AND QUALITY FORM - SECTION 3.5.2**

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WORK HISTORY AND QUALITY FORM – CONTRACTOR  
Crowder Construction Company

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A’s or B’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>NCDOT C203908 – Pedestrian Tunnel At (Trinity Rd.) and (Youth Center Dr)</b> Location: <b>Wake County, NC</b>	Name: <b>Crowder Construction Company (bid-build)</b>	Name of Owner: <b>NCDOT</b> Project Manager: <b>Chad Hinnant, RCE</b> Phone: <b>(919) 733-9499</b> Email: <a href="mailto:chinnant@ncdot.gov">chinnant@ncdot.gov</a>	<b>Construction: 9/15/2018</b>	<b>\$4,808</b>	<b>\$4,713</b>
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>NCDOT contracted the construction of an underground tunnel to safely accommodate the significant pedestrian traffic between ample parking and the NC State Fairgrounds and NC State Stadium. These venues host the Annual State Fair and NC State University Football games, as well as other regular events. The tunnel is cut and cover construction during a full road closure. The maximum time for road closure is five months with the goal for completion prior to the start of football season. The precast concrete tunnel is 120 LF with cast-in-place retaining walls on the approaches. The lighted tunnel measures inside 25’ x 10’ x 120’ and was designed to accommodate millions of patrons traveling between parking and event locations. The 875 LF of approach retaining walls ranging from 4’ to 20’ in height will be set with a form liner and be stained to give it a brick look. The approaches are cast-in-place ramps and stairs for access on both sides of the tunnel. Both the tunnel and retaining walls receive a waterproofing membrane. A driven sheet pile wall is serving as temporary shoring to protect a utility trench. The tunnel drainage is comprised of a gravity storm system with a tie-in to a 66" RCP at 18’ below grade. Trinity Road has 850 LF of 24” RCP and 820 LF of 18” RCP, with an average depth of 7’ and deepest installation around 18’. There are 25 structures associated with the storm drainage which include storm drain catch basins, drop inlets, and junction boxes. All grading and drainage was self-performed by Crowder. The project is very much under the public eye with the road closure and located at the NC State Football Stadium and Fairgrounds, and will be a welcome pathway for regular event attendees.</p>			 		<p><b>Key Team Members</b></p> <ul style="list-style-type: none"><li>George Ellis, PE – Division Manager</li></ul>
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
i. Quality Initiatives. Discuss A’s or B’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
<p>4. Any OSHA violation deemed serious, willful, or repeated for this project. – On 7/19/2018, Crowder was cited by NCDOL as follows: 29 CFR 1926.600(a)(3)(i): Bulldozer and scraper blades, endloader buckets, dump bodies, or similar equipment were not fully lowered or blocked when being repaired or when not in use. Jobsite: The 930C Caterpillar front-end loader was parked and left unattended with material in the bucket. The bucket was not fully grounded. The operator was not anywhere near the loader. The loader was parked on a smooth hard surface (pavement) with a slight decline slope towards an area where employees were walking.</p> <p>Crowder has contested this citation stating that the equipment was in park with the bucket less than 6 inches off of the ground and the manual parking brake was applied in accordance with manufacturer recommendations. This case is still being reviewed and we anticipate a dismissal.</p>					

## APPENDIX D: LEGAL & FINANCIAL

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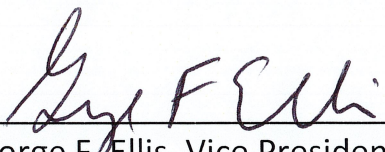




**CROWDER CONSTRUCTION COMPANY**

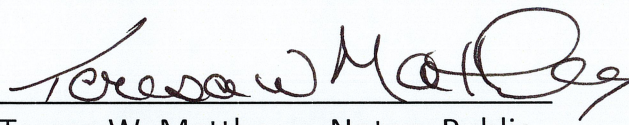
**PROPOSER'S AFFIDAVIT OF FINANCIAL CAPACITY**

Crowder Construction Company has the financial capacity and resources necessary to complete the US 1 over I-20 Interchange Improvements, Design-Build Project ID P030711 in Lexington County as proposed herein. A letter from our bonding company attesting to our good standing and bonding capacity is attached.

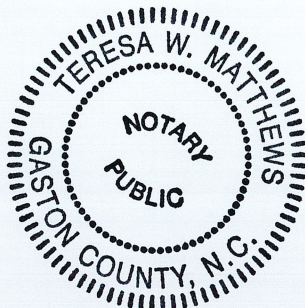
  
George F. Ellis, Vice President

May 29, 2019

Subscribed and witnessed before me this 29th day of May, 2019.

  
Teresa W. Matthews, Notary Public

My Commission Expires August 1, 2020





May 8, 2019

Ms. Carmen Wright (Ms. Barbara Wessinger, Mr. Jae Mattox)  
Office of Project Delivery (Office of Chief Counsel, Preconstruction Design-Build Group)  
South Carolina Department of Transportation  
955 Park Street, Room 101 (302,421)  
Columbia, SC 29201

RE: Our Client: Crowder Construction Company  
Project: US 1 over I-20 Interchange Improvement  
Design-Build Project, Project ID No. P030711, Lexington County

To whom it may concern:

Liberty Mutual Insurance Company has met the bonding needs of Crowder Construction Company since 1996. Crowder has a single bonding capacity of \$150,000,000 and their aggregate bonding capacity is \$500,000,000.

Based on Crowder Construction Company's prior experience and based on present circumstances and bonding capacity, Liberty Mutual Insurance Company will be willing to provide bid, performance and payment bonds on requested projects Crowder Construction Company undertake. Final approval of said bonds is subject to our acceptance of the terms and conditions of the contract, bond forms, construction financing and underwriting factors at the time of bid.

Liberty Mutual Insurance Company is on the U.S. Department of Treasury's Listing of Approved Sureties (Department Circular 570) Holding Certificates of Authority as Acceptable Sureties on Federal Bonds and as Acceptable Reinsuring Companies, carries an A.M. Best Rating of A (Excellent) with a Financial Size Category of XV (\$2 Billion or greater), and is licensed to act as surety in all fifty states.

If I may provide any additional information, please don't hesitate to let me know.

Sincerely,

Liberty Mutual Insurance Company

A handwritten signature in blue ink, appearing to read "John Dukoshe", is written over the printed name and title.

John Dukoshe  
Attorney in Fact





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

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

Certificate No: **8197177- 969489**

## POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, John Dufresne; Jacqueline Hampton; Jennifer C. Hoehn; John D. Leak, III; William J. Quinn

all of the city of Charlotte state of NC each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 23rd day of October, 2018.



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

By: David M. Carey  
David M. Carey, Assistant Secretary

State of PENNSYLVANIA ss  
County of MONTGOMERY

On this 23rd day of October, 2018 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



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

By: Teresa Pastella  
Teresa Pastella, Notary Public

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

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

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

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 8th day of May, 2019.



By: Renee C. Llewellyn  
Renee C. Llewellyn, Assistant Secretary

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

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

## **APPENDIX E: ORGANIZATIONAL CONFLICT OF INTEREST**

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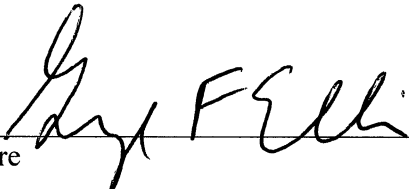
## DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

- ☒ Determined that no potential organizational conflict of interest exists.  
☐ Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

  
\_\_\_\_\_  
Signature

5/29/2019  
Date

George F. Ellis  
Print Name

Crowder Construction Company  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company



## **APPENDIX F: CONFIDENTIAL OR PROPRIETY INFORMATION**

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## APPENDIX F: CONFIDENTIAL & PROPRIETARY INFORMATION

Figure 1: Frontage Road Relocation Concept and Figure 2: Conceptual Staging Plan, on the following pages, are the only items deemed confidential and should not be disclosed under the South Carolina Freedom of Information Act.





## APPENDIX G: ADDENDUM RECEIPT FORMS

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South Carolina  
Department of Transportation

**NOTICE OF RECEIPT**  
**US 1 over I-20 Interchange Improvement**  
**Design-Build – Project ID P030711**  
**Lexington County**

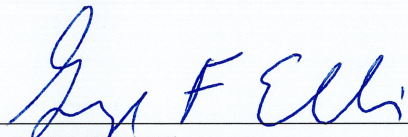
**Addendum 1**

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

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

**Confirmation Statement:**

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

  
\_\_\_\_\_  
PROPOSER's Signature

May 29, 2019  
\_\_\_\_\_  
Date

George F. Ellis, Vice President  
\_\_\_\_\_  
Printed Name

For: Crowder/KCI  
\_\_\_\_\_  
Design-Build Team Name



## APPENDIX H: REFERENCE FORMS

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Email	First Name	Last Name	Company Name	Project Name	Team
<a href="mailto:powerw@scdot.org">powerw@scdot.org</a>	Robert	Power	SCDOT	Rainbow Road & Leaphart Road Bridges over I-26	CCC: Prime Contractor KCI: CSS
<a href="mailto:spencerjw@scdot.org">spencerjw@scdot.org</a>	Wes	Spencer	SCDOT	SC 9 Bridge Replacements	CCC: Prime Contractor KCI: CSS
<a href="mailto:turnermk@scdot.org">turnermk@scdot.org</a>	Kevin	Turner	SCDOT	US 78 & SC 7 Cosgrove Road over CSX Railroad	CCC: Prime Contractor KCI: CSS
<a href="mailto:mccaffrega@scdot.org">mccaffrega@scdot.org</a>	Drew	McCaffrey	SCDOT	SCDOT Emergency Bridge Replacement Package 3	CCC: Prime Contractor KCI: CEI, CSS SME: Geotech
<a href="mailto:redfearnwt@scdot.org">redfearnwt@scdot.org</a>	Tyke	Redfearn	SCDOT	SCDOT Emergency Bridge Replacement Package 6	CCC: Prime Contractor KCI: Lead Designer SME: Geotech
<a href="mailto:cmebane@ncdot.gov">cmebane@ncdot.gov</a>	Shawn	Mebane	NCDOT	NCDOT Division 1 Low Impact Bridge	CCC: Prime Contractor KCI: Lead Designer
<a href="mailto:rhancock@ncdot.gov">rhancock@ncdot.gov</a>	Ron	Handcock	NCDOT	Norfolk Southern Railroad over Coddle Creek	CCC: Prime Contractor KCI: VE, CSS
<a href="mailto:ristergd@scdot.org">ristergd@scdot.org</a>	David	Rister	SCDOT	US 15 over CSX RR, Hauser Street, and Kendrick	CCC: Prime Contractor KCI: CSS
<a href="mailto:johnstoncj@scdot.org">johnstoncj@scdot.org</a>	Jason	Johnston	SCDOT	SC 97 over Rocky Creek	CCC: Prime Contractor KCI: CSS
<a href="mailto:rhancock@ncdot.gov">rhancock@ncdot.gov</a>	Ron	Handcock	NCDOT	Norfolk Southern Railroad over Mallard Creek Church Road Widening	CCC: Prime Contractor KCI: CSS
<a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	Shane	Parris	SCDOT	CSX Railroad over I-85	CCC: Prime Contractor KCI: CSS
<a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	Shane	Parris	SCDOT	I-85 Widening, Phase I & II, MM 77-98	CCC: Sub Contractor KCI: CSS
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