



# STATEMENT OF QUALIFICATIONS **BRIDGE PACKAGE 15**

## Design-Build

Anderson, Chester, Chesterfield, and Lancaster Counties, SC

*Contract ID 8862230*

October 19, 2022



# PDF NAVIGATION INSTRUCTIONS

For ease of reference and navigation **Blue Bold Underlined Text** indicates links to various items in the Appendix.

## **Easily Navigate to Previous View:**

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Bookmarks are also set for your convenience.

## STATEMENT OF QUALIFICATIONS

### INTRODUCTION (RFQ 3.2)

**Contracting Entity (RFQ 3.2.1):** Blythe Development Co. (BDC) will be the sole Contracting Entity for the Bridge Package 15 (the “Project”). The Project will be managed from BDC’s home office in Charlotte, NC along with a remote office established in a centralized location of the project site.

#### **CONTRACTING ENTITY CONTACT:**

Luther J. Blythe, Jr., VP of Operations  
Blythe Development Co.  
1415 E. Westinghouse Blvd.  
Charlotte, NC 28273  
704.634.2575  
[lukeb@blythedevelopment.com](mailto:lukeb@blythedevelopment.com)

#### **Proposer Points of Contact (RFQ 3.2.2):**

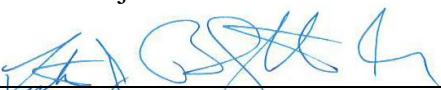
 <p><b>Travis E. Padgett, PE</b> 1415 E. Westinghouse Blvd. Charlotte, NC 28273 (M) 980.200.2747 <a href="mailto:tpadgett@blythedevelopment.com">tpadgett@blythedevelopment.com</a></p>	 <p><b>Josh Apsitis</b> 101 Midlands Court West Columbia, SC 29169 (M) 704.996.3721 <a href="mailto:josh.apsitis@ice-eng.com">josh.apsitis@ice-eng.com</a></p>
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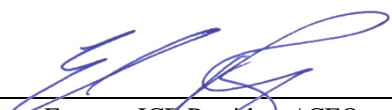
**Full Legal Firm Names (RFQ 3.2.3):** The full legal name of the Lead Contractor: **Blythe Development Co. (BDC)**. The full legal name of the Lead Designer: **Infrastructure Consulting & Engineering, PLLC (ICE)**

#### **Unique Entity ID for Lead Contractor and Lead Designer (RFQ 3.2.4):**

Primary Contractor: Blythe Development Co. .... LJJBQKNZLSD1  
Primary Designer: Infrastructure Consulting & Engineering, PLLC..... JL1KHGKFCVF6

**Commitment Statement (RFQ 3.2.5):** All Key Personnel required by the RFQ are shown in the Organizational Chart, are fully committed to meeting SCDOT’s quality and schedule expectations and are fully available for the duration of the Project.

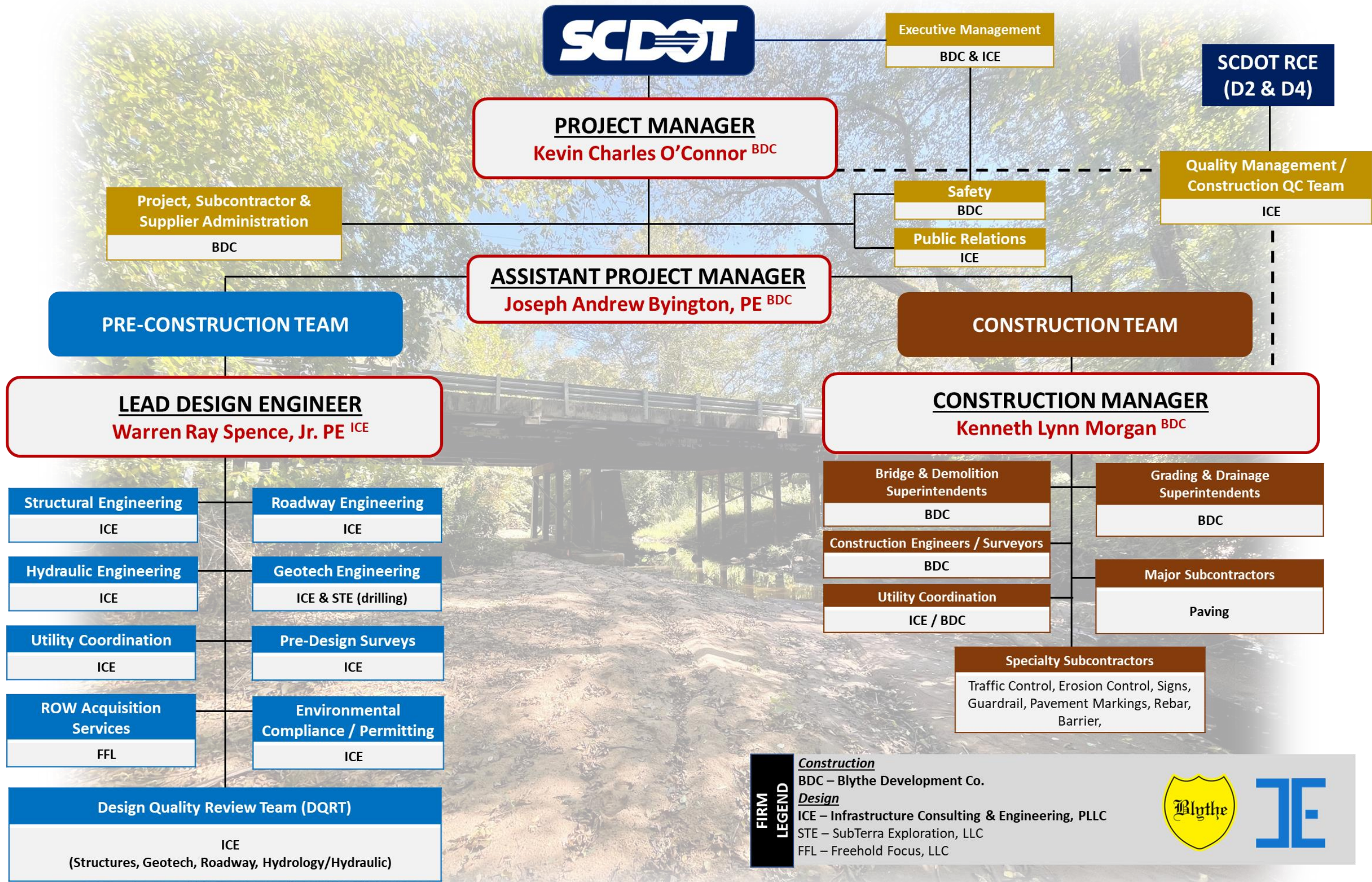
  
Luther J. Blythe, Jr. Blythe VP of Operations

  
Elham Farzam, ICE President / CEO

### TEAM STRUCTURE AND PROJECT EXECUTION (RFQ 3.3)

**Organizational Chart, Team Structure, and Team Integration (RFQ 3.3.1):** The Organizational Chart illustrates the Project chain of command and functional relationships of the Key Individuals, all major participants, critical design and construction disciplines, and support roles, as well as how **BDC and ICE** will function as an integrated team. Project Manager, [Kevin O’Connor](#), and Assistant PM, [Joseph Byington, PE](#) will provide direction to the Construction Manager, [Kenneth Morgan](#), daily, as well as closely monitor Project progress via the CPM schedule, look-ahead schedules, tasks logs, and weekly coordination meetings. Kevin will also manage project administration, vendor administration, safety program, and public relations, and will report to and coordinate with SCDOT, as well as report to the executive management.







### ***Significant Functional Relationships:***

**Project Manager, Kevin O'Connor** will fulfill all RFQ PM duties, including integrally leading the entire design-build team from beginning to end for continuity of knowledge. He will be the primary Project contact with SCDOT with full authority to make final decisions on behalf of BDC. **Assistant Project Manager, Joseph Byington, PE**, will report directly to Kevin and oversee the day-to-day coordination for each bridge site. He will communicate daily with SCDOT. Both Kevin and Joseph will be fully involved in the Preconstruction Phase and coordinate between BDC, ICE, and SCDOT daily for the duration of the Project design. They will coordinate preconstruction efforts with **Lead Design Engineer, Ray Spence, PE**, who will fulfill all RFQ LDE duties, including actively managing all design discipline leaders and overall design delivery. Kevin and Joseph will oversee construction of the Project via weekly on-site meetings with **Construction Manager, Kenneth Morgan**. Kenneth will be on-site full-time and will fulfill all RFQ CM duties, including active daily management of construction superintendents and foremen, as well as coordination of suppliers and subcontractors.

### ***Previous Working Relationships:***

The relationships established between the staff at BDC and ICE date back to 2007-2010 when ICE's President / CEO worked with BDC's management staff on the CATS BlueLine South End rail line project in Charlotte, North Carolina. Additionally, BDC was a Joint Venture member on the Design-Build Team with ICE as a major subconsultant shortlisted for the I-485 from I-77 to US 74 (Independence Boulevard); I-485 / Weddington Road Interchange; and I-485 / East John Street – Old Monroe Road Interchange project. BDC and ICE worked closely together meeting with the DB Team weekly during both phases of procurement to comply with the requirements and exhibits and provided technical approaches, ATCs, CPM schedules, preliminary plans, and competitive bids to NCDOT.

The BDC and ICE primary points of contact, Travis Padgett and Josh Apsitis, worked together as members of the same Joint Venture on two projects for the Charlotte Douglas International Airport (CDIA) from 2016 to 2017. For the past five years they have remained in contact and have collaborated on other BDC and ICE design-build pursuits.

Firms Working Together	Ref.*	BDC + ICE
SCDOT Bridge Replacements “Package E”:	1	
Pleasant Road over Steele Creek, York County (2017- 2018)		✓
Lincoln Road over Allison Creek, York County (2017- 2018)		✓
Gordon Road over Stony Fork Creek, York County (2017- 2018)		✓
(*) References are provided in <a href="#">Appendix H</a> .		





**Project Resources, Strategies, and Execution (RFQ 3.3.3):**

**Team’s Capacity and Available Resources**

BDC’s balance of available structure, grading/drainage, and demolition crews exceeds the demand for this Project with additional availability through 2024 as multiple regional BDC projects are scheduled to conclude. In addition to the Lead Design Engineer, ICE has assigned two additional Professional Licensed Structural Engineers and two Professional Licensed Roadway Engineers, along with numerous CADD technicians, environmental specialists, surveyors, and utility coordinators, dedicated to providing services for these bridge sites. BDC has a capacity of 12 crews and is committing six crews to this Project and ICE is committing a

Key Role / Position	Firm	Capacity	Committed
Project Manager	BDC	3	1
Assistant	BDC	5	1
Lead Design Engineer	ICE	6	1
Construction Manager	BDC	5	1
Critical Role / Position	Firm	Capacity	Committed
Project Engineer	BDC	8	1
Superintendents	BDC	12	1
Structure Crews	BDC	12	6
Grading/Drainage Crews	BDC	45	4
Demolition Crews	BDC	12	4
Lead Structural Engineer	ICE	12	2
Lead Roadway Engineer	ICE	16	2
Lead Hydraulic Engineer	ICE	8	2
Lead Geotech Engineer	ICE	6	2
Env./Mitigation Coord.	ICE/PG	6	2
Drilling	STE	4	1
Utility Coordination	ICE	7	2
Pre-Design Surveys	ICE	11	2
CADD Designers	ICE	29	8

minimum of eight engineers to deliver this Project, as illustrated in our team capacity and resource availability table. Also, BDC owns all equipment necessary to fully support the construction workforce assigned to this Project from their 450-piece equipment fleet and over 800 employees in the Carolinas.

**Strategy for Implementation of Resources:**

The following table identifies the tasks that the lead contractor and lead designer will self-perform. It also includes the tasks that will be performed by the team’s major subconsultants.

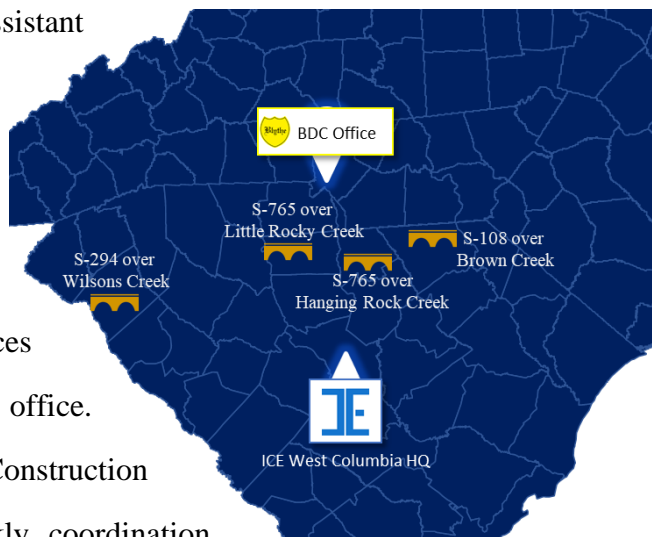
Lead Contractor Role / Self-Perform Tasks	Lead Engineer Role / Self-Perform Tasks	Other Design Team Members Role Task
 <ul style="list-style-type: none"><li>Management &amp; Coordination</li><li>Demolition</li><li>Bridges</li><li>Grading &amp; Drainage</li><li>Erosion Control Maintenance</li><li>Traffic Control Maintenance</li></ul>	 <ul style="list-style-type: none"><li>Lead Design Engineer</li><li>Geotechnical</li><li>Hydro/Hydraulic</li><li>Structures &amp; Roadway</li><li>Pre-Design Surveys</li><li>Utility Coordination</li><li>Quality Control</li><li>Environmental Permitting</li><li>Environmental Compliance</li></ul>	 <p><b>SubTerra Exploration, LLC</b> Roadway &amp; Foundation Drilling</p>  <p><b>Freehold Focus, LLC</b> Right of Way Acquisition</p>



### ***Geographical Location Benefits:***

During Preconstruction, Project Manager, [Kevin O'Connor](#) and Assistant PM, [Joseph Byington, PE](#) will coordinate weekly with the Lead Design Engineer, [Ray Spence, PE](#) and the other designers at the ICE Corporate Office in West Columbia. There, they will integrate the team to ensure effective communication. Likewise, they will collaborate with the SCDOT District 2 and 4's Construction Offices and will lead routine coordination meetings at the project field office.

During Construction, in addition to the Project Manager, Construction Manager, [Kenneth Morgan](#) will actively participate in weekly coordination meetings at SCDOT's construction offices or at the Project field office which will be located in a central location. BDC and ICE both have extensive working relationships with SCDOT approved DBE subcontractors for both pre-construction and construction scopes. These relationships, especially with subcontractors in the project area will allow BDC and ICE to meet the proposed DBE goal and meet or exceed schedule requirements defined by the RFP.



### **EXPERIENCE OF KEY INDIVIDUALS (RFQ 3.4)**

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



[Project Manager, Kevin O'Connor](#) will be the primary person in charge of and responsible for Project delivery with full authority to make final

decisions and responsibility of managing the contract with SCDOT. He will be the primary point of contact and will attend/lead all regularly scheduled meetings. Throughout his career, Kevin has primarily worked on larger projects, many

which have been design build, with his role consisting of managing smaller packages of the projects which have included multiple bridge sites that exhibit his ability to coordinate and manage multiple bridge locations during the execution of the contract. Kevin will fulfill all Project Manager duties specified in the RFQ and will manage this Project with a hands-on approach, reporting project delivery metrics to SCDOT and the Design-Build Team's Executive Management Committee. He will attend and lead weekly status meetings during the design and construction phase and be available at the request of SCDOT.

#### **Similarities of Featured Project Experience**

- ✓ Highway 160 Widening
  - Project Management
  - Local Vendors and subcontractors that will be used on BP 15
- ✓ I-77 HOT Lanes
  - Project Management
  - Design Build
  - Multiple bridges
- ✓ I-485 Widening
  - Design Build
  - Bridge Construction (new locations)
  - Work at Multiple locations simultaneously







**Assistant Project Manager, Joe Byington, PE**

will coordinate daily with SCDOT under the direction of the Project Manager and will oversee all aspects of the Project delivery. Joe has primarily worked on large Design Build projects since his career began in 2001. The skills required for this project have been best represented by the work he did as the structures engineer on the

I-15 CORE on which he was the lead oversight of the construction of 17 new bridges and the widening of 8 retained bridges, many of which were constructed over water and required the environmental awareness required for “over water” bridge structures. Joe’s experience on large projects has given him the experience to oversee a bridge package such as this one because of the methodology used on large projects of creating “packages” within the project requiring a broad thought process for scheduling and execution.



**Lead Design Engineer, Ray Spence, PE,** will

oversee and be responsible for all aspects of the Project design. He has been providing structural design services for more than 18 years and began managing the design of highway transportation projects nearly 10 years ago. He has a proven track record of leading multi-disciplined teams to produce high-quality project deliverables on time and under budget. Ray also has a vast

amount of experience in the design of concrete and steel bridges, retaining walls, culverts, cofferdams, and other transportation related structures. Ray’s technical expertise encompasses projects that require complex geometry and unique site constraints, finite element modeling, advanced seismic analysis, segmental construction, pre-stressed and post-tensioned concrete, and curved steel. He will be dedicated to managing the design of these bridges, will attend the routine Project meetings in person, and will be fully available when needed by SCDOT.

**Similarities of Featured Project Experience**

- ✓ Charlotte Water Stowe Bridge
  - Project Management
  - Bridge over water
  - Accelerated Construction
  - Similar scope
- ✓ I-15 CORE
  - Bridge Management
  - Design Build
  - Multiple bridges built simultaneously
- ✓ US 601 over NS Railroad
  - New location bridge construction
  - Bridge demolition



**Featured Experience on SCDOT Projects**

**Design Build: Structural Manager**

- ✓ Emergency Bridge Package 2018-2B

- 4 bridge replacements
- ✓ Carolina Crossroads Ph 2
  - 3 bridges

**Project Manager/ Structural Manager**

- ✓ SC 901 Bridge Replacement over Rocky Creek
- ✓ Alligator Road Widening
  - 2 bridges
- ✓ S-669 over Maple Swamp







**Construction Manager, Kenneth Morgan** will

be responsible for all aspects of the Project construction. Kenneth has worked in the industry for 36 years. His career began as a laborer on a bridge crew, progressed to a carpenter and in seven years was promoted to Foreman where he gained experience managing safety, quality, and environmental stewardship. After 13 years as foreman, Kenneth was promoted to Superintendent where he managed and trained multiple foremen. Due to his

continued success as a BDC Superintendent, he has been given the opportunity to perform the duties of Construction Manager on bridge replacement projects. As a Construction Manager, Kenneth will oversee construction operations in close coordination with the Project Manager to deliver the sites safely, on time, and in compliance with the specifications. He will be dedicated solely to the construction of this Project, will have no other project responsibilities, will not be utilized on any other projects, and will manage construction superintendents on-site for construction activities.

**Similarities of Featured Project Experience**

- ✓ US 321 over Big Allison Creek
  - SCDOT bridge replacement
  - Single-span bridge over water
  - Similar scope and value
- ✓ Charlotte Water Stowe Bridge
  - Project Management
  - Bridge over water
  - Accelerated Construction
  - Similar scope
- ✓ NC 175 Bridge over Lake Chatuge
  - Design Build
  - Bridge Superintendent
  - Bridge over water



**PAST PERFORMANCE OF TEAM (RFQ 3.5)**

BDC has successfully completed eight design-build projects in the Carolinas and will be completing I-77 Panthers Interchange in Spring 2023. ICE's SCDOT design-build project experience includes 17 projects, several of which are multi-bridge replacement packages very similar to this bridge package.

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

**Featured Project Experience**



1. SCDOT US 321 Bridge over Allison Creek, York County
2. SCDOT Design-Build Bridge Package E (sites 6,7, and 8)



1. Emergency Bridge Package 4 (bottom right)
2. Emergency Bridge Package 2018-2B (Bottom Left)





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

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

\* See [APPENDIX C](#) for explanations of “yes” answers above.







## KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:  
**Kevin Charles O'Connor, Senior Project Manager – Public Division**

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

c. Name of Firm with which you are now associated:  
**Blythe Development Co.**



d. Years of Experience: With this Firm 8 Years With Other Firms 19 Years

#### **Employment History:**

**Blythe Development Co:** Senior Project Manager / Project Manager | Responsible for overseeing Public Division projects as a project manager. Responsible for overseeing other Project Managers the Public Division as a Senior Project Manager. 2014 to Present.

**Lane Construction:** Cost Control Engineer/Senior Project Engineer | Reviewed and analyzed project cost on all design-build work as well as Asphalt Division work. Oversaw the day-to-day field operations of design-builds in both SCDOT and NCDOT. This included managing the engineering, equipment and survey staff. 2012 to 2014.

**Blythe Construction:** Project Engineer | Assisted the Project Manager and Superintendent on day-to-day operations to help manage and construct road and bridge projects in the Carolinas. 2003 to 2012.

e. Education:  
Virginia Commonwealth University / Richmond, VA / Bachelor of Science / 2002 / Business Management

f. Active Registrations: N/A

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

#### **1. NCDOT I-26 Design Build Widening Project – Asheville, NC**

**Key Personnel Role:** Senior Project Manager  
**Experience with Current Firm:** Yes, Blythe Development Co  
**Project/Assignment Duration:** Project 2016-2022 | Assigned 2018-2022  
**Owner Contact Information:** NCDOT | Jody Lawrence | [jrlawrence@ncdot.gov](mailto:jrlawrence@ncdot.gov) | 828-298-0080  
**Design/Construction Value:** \$54.4 Million

**Project Description:** This project includes 1.5 miles of interstate widening along with additional Y-line and ramp improvements with a Y-Line bridge widening over I-26 in Asheville, N.C. Kevin's specific responsibilities included management of contract deliverables, safety, scheduling, MOT, suppliers/subcontractors, client correspondence, and design-build coordination to ensure successful project completions without any disputes or claims.

#### **Similarities to SCDOT Bridge Package 15:**

*Design-Build project with construction in and around environmentally sensitive areas.*



#### **2. Highway 160 Widening – Indian Land, SC**

**Key Personnel Role:** Project Manager  
**Experience with Current Firm:** Yes, Blythe Development Co  
**Project/Assignment Duration:** Project 2017-2021, Assigned 2018-2021  
**Owner Contact Information:** SCDOT | Ken Wilson | [wilsonka@scdot.org](mailto:wilsonka@scdot.org) | 803-804-1392  
**Design/Construction Value:** \$14 Million

**Project Description:** This project includes 2.5 miles of widening in Indian Land, SC. Kevin's specific responsibilities included the overall management of the project team including all field operations. He oversaw the crews, safety compliance, scheduling, suppliers/subcontractors, client correspondence, and coordination to ensure successful project completion without any disputes or claims.

#### **Similarities to SCDOT Bridge Package 15:**

*SCDOT project building relationships with local vendors and subcontractors to be used on Bridge Package 15.*



### 3. I-77 HOT Lanes Widening – Charlotte, NC

**Key Personnel Role:** Project Manager  
**Experience with Current Firm:** Yes, Blythe Development Co  
**Project/Assignment Duration:** Project 2016-2020 | Assigned 2016-2020  
**Owner Contact Information:** NCDOT | Nat Hunter | [ehunter@ncdot.gov](mailto:ehunter@ncdot.gov) | (980) 262-6202  
**Design/Construction Value:** \$19 Million



**Project Description:** This project includes ten miles of interstate widening (adding HOT Lanes) with four bridge widenings in Charlotte, N.C. Blythe Development Company was a subcontractor to Sugar Creek Construction. Scope of work included erosion control, earthwork, and storm drainage activities for this section of the I-77 HOT Lanes project. Kevin's specific responsibilities included the overall management of the project team including all field operations.

**Similarities to SCDOT Bridge Package 15:**

*Alternative delivery (P3) project consisting of multiple bridges*



### 4. NCDOT I-485 Design Build Widening Project - Charlotte, NC

**Key Personnel Role:** Senior Project Engineer  
**Experience with Current Firm:** No, Lane Construction  
**Project/Assignment Duration:** Project 2013-2015 | Assigned 2013-2014  
**Owner Contact Information:** NCDOT | Brady McKenzie | [bmckenzie@ncdot.gov](mailto:bmckenzie@ncdot.gov) | 704-218-5125  
**Design/Construction Value:** \$94 Million



**Project Description:** This project widens 9 miles of (Charlotte Outer Loop) from four to six lanes, from I-77 to US 521 (Johnston Road) in Mecklenburg County, NC. An additional inside lane will be added in each direction and will be constructed within the existing right of way. The project also included a new flyover bridge from US 521 North to I-485 West, construction of an auxiliary lane to the outside shoulder of westbound I-485, and the widening of existing bridges. The project's primary purpose is to increase system capacity and improve efficiency on I-485 for local and regional traffic. Kevin's specific responsibilities included scheduling, material and subcontractor procurement, cost control, and overall day to day operations over the project engineering team.

**Similarities to SCDOT Bridge Package 15:**

*Design-Build project with bridge construction (widenings and new locations) occurring at multiple locations simultaneously.*



- 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.

Kevin is currently completing the NCDOT NC-16 Widening project in Catawba County, which will finish in early December 2022 allowing Kevin to be assigned to the project as required by the RFQ.



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

a. Name & Title:  
**Joe Andrew Byington, P.E., Project Manager**

b. Role of Key Individual for this Project:  
**Assistant Project Manager**

c. Name of Firm with which you are now associated:  
**Blythe Development Co.**



d. Years of Experience: With this Firm 1 Years With Other Firms 20 Years

**Employment History:**

**Blythe Development Co:** Project Manager | Responsible for, multiple crews, allocation of resources, material acquisition, schedule management and owner coordination. 2021 to Present

**Oscar Renda Construction:** Project Manager | Responsible for managing construction operations for large projects, material procurement, resource allocation, and schedule, safety and owner coordination. 2018 to 2021

**Sloan Construction:** Project Manager | Responsible for overseeing multiple bridge projects by managing procurement, subcontractors, self-perform resources, and schedule and owner coordination, 2016 to 2018

**Other Companies:** Senior Project Manager, Structures Engineer, Project Engineer | Joe performed multiple roles on large design build projects in Texas (I-85 Rebuild) and Utah (I-15 CORE) in addition to other bid-build projects. 2001 to 2016

e. Education:  
Utah State / Logan, UT / Bachelor of Science / 2001 / Civil Engineering

f. Active Registrations:  
North Carolina Professional Engineer #042962

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

**1. Charlotte Water Stowe Bridge Project – Charlotte, NC**

**Key Personnel Role:** Project Manager  
**Experience with Current Firm:** Yes, Blythe Development Co.  
**Project/Assignment Duration:** Project 2021-2022, Assigned 2021-Current  
**Owner Contact Information:** Charlotte Water | Nicole Bartlett; [Nicole.Bartlett@charlottenc.gov](mailto:Nicole.Bartlett@charlottenc.gov) | 704-497-8801  
**Design/Construction Value:** \$3.8 Million

**Project Description:**

Charlotte Water is building two access roads to provide dedicated access to the new Stowe Facility and the Long Creek Pump Station. The Northern Access Road alignment and a Southern Access Road which will be constructed to link the Long Creek Pump Station and the Stowe Facility. The Southern Access Road will include a bridge over Long Creek that will include a multi-use path for bicycles and pedestrians to improve public access to the River. The scope involves new location bridge construction of a three-span box girder bridge and associated roadway work over Long Creek for access to Charlotte Water's new Stowe Regional Facility. Joe was responsible for overseeing the construction crews for the bridge, monitoring the schedule and costs, and enforcing safety compliance.



***Similarities to SCDOT Bridge Package 15:*** Project consisted of box girder bridge and associated roadway similar to sites within Bridge Package 15. Accelerated construction schedule and similar value in per structure cost.

## 2. I-15 CORE – Utah County, Utah

**Key Personnel Role:** Structures Manager  
**Experience with Current Firm:** No, Ames Construction Inc.  
**Project/Assignment Duration:** Project 1997-2021, Assigned 2010-2011  
**Owner Contact Information:** UDOT, Jason Richins, [jrichins@utah.gov](mailto:jrichins@utah.gov) (801)-360-4985  
**Design/Construction Value:** \$1.1 Billion



### Project Description:

This was a massive rebuild of a 24-mile section of Interstate highway I-15 from the Lehi to Spanish Fork corridor. The finished, rebuilt freeway provides an additional two lanes in both directions and replaces or restores **63 bridges** constructed with either pre-stressed concrete girders or structural steel girders. Five bridges were placed using the ABC bridge construction method, being built offline and moved into place with SPMTs (self-propelled modular transporters). Joe was responsible for 17 new bridges and 8 bridge widenings. Joe also performed constructability review, cost control, short term scheduling, girder erection drawings, daily quantity tracking and sub-contractor coordination.



**Similarities to SCDOT Bridge Package 15:** *Design-Build project with multiple bridges over water and roads. Multiple bridges constructed simultaneously across a large geographical area.*

## 3. US 601 Bridge over Norfolk Southern Railroad - Concord, NC

**Key Personnel Role:** Project Manager  
**Experience with Current Firm:** No, Sloan Construction  
**Project/Assignment Duration:** Project 2016-2018 | Assigned 2016-2018  
**Owner Contact Information:** NCDOT (owner) Kleinfelder (client) | Daniel Tolley | [Jdtolley@kleinfelder.com](mailto:Jdtolley@kleinfelder.com) 704-465-7726  
**Design/Construction Value:** \$12 Million

### Project Description:

This project includes 1 mile of reconstruction of roadway with a 3-phase bridge over Norfolk Southern Railroad in Concord, N.C. Joe's specific responsibilities included construction management including, crew oversight, scheduling, and cost control.

**Similarities to SCDOT Bridge Package 15:**  
*Bridge construction and bridge demolition,*



- 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.

Joe Byington is currently assigned to a Charlotte Water Stowe Bridge project and a greenway trail project in Charlotte, NC as the Project Manager. The bridge construction project will be completed in April 2023 and the City of Charlotte greenway trail project will be completed December 2022. Both projects will be complete prior to the expected contract execution, allowing Joe to be available per the RFQ criteria.



## KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:  
**Warren Ray Spence Jr., PE, Structural Engineer**

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

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



d. Years of Experience: With this Firm **3** Years With Other Firms **15** Years

#### **Employment History:**

**Infrastructure Consulting & Engineering, PLLC:** Structural Engineer – Ray is responsible for providing structural design and management services for both Design-Build and Design-Bid-Build transportation projects. 2019 – Present  
**CDM Smith:** Structural Engineer/Project Manager – Ray was responsible for the design and management of all types of transportation projects including serving as Project Manager for the US 301 SB Bridge Replacement over S. Edisto River in Orangeburg County (01/2018 - 01/2019) and SCDOT Rehabilitation of 14 Bridges Statewide (2016 - 2019). He also led bridge inspection teams and performed load ratings. 2004 – 2019

#### e. Education:

University of South Carolina / Columbia, SC / Master of Engineering / 2008 / Civil Engineering (Structural)  
University of South Carolina / Columbia, SC / Bachelor of Science / 2004 / Civil Engineering

#### f. Active Registrations:

2011 / SC / Professional Civil Engineer / 29080

2012 / FL / Professional Civil Engineer / 74165

2013 / MA / Professional Civil Engineer / 50735

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

##### **1. SC 901 Bridge Replacement over Rocky Creek – Chester County, SC**

**Key Personnel Role:** Project Manager and Engineer of Record  
**Experience with Current Firm:** Infrastructure Consulting & Engineering, PLLC  
**Project/Assignment Duration:** Project 08/2020 – 11/2021, Assigned 08/2020 – 11/2021  
**Owner Contact Information:** SCDOT, Tony Edwards, [EdwardsTC@scdot.org](mailto:EdwardsTC@scdot.org), (803) 737-1238  
**Design/Construction Value:** \$3.9 Million

**Project Description:** This project consists of replacing the existing 11-span, 330-foot SC 901 Bridge over Rocky Creek. The proposed replacement bridge will consist of three spans totaling 339 feet. Each span is 113 feet long and comprised of prestressed concrete beams. The bridge will be supported by multi-column bents founded on drilled shafts. As the **Project Manager**, Ray ensured the Team was responsive to SCDOT's needs, requirements, and requests while adhering to the Department's standards and guidelines. He was responsible for the overall performance of the ICE Team and coordinated with all stakeholders as needed and attended all required meetings. He provided budget, schedule, and expenditure reports and project updates to ensure all work tasks and deliverables complied with the established quality control procedures and were submitted on or before scheduled due dates. Ray also served as the **Engineer of Record** for the bridge plans, and the design of this project was completed seven months ahead of schedule. This project is currently under construction.



*Existing*

##### **2. S-107 (Alligator Road) Widening and Bridge Replacement – Florence County, SC**

**Key Personnel Role:** Structures Design Manager and Lead Structural Engineer  
**Experience with Current Firm:** Infrastructure Consulting & Engineering, PLLC  
**Project/Assignment Duration:** Project 02/2016 – 07/2020, Assigned 10/2019 – 07/2020  
**Owner Contact Information:** SCDOT, Brian Dix, PE, [DixBD@scdot.org](mailto:DixBD@scdot.org), (803) 737-1085  
**Design/Construction Value:** \$74 Million

**Project Description:** Ray served as the **Structures Design Manager** and **Lead Structural Engineer** for the replacement of the existing three-span, 66-foot-long bridge over Alligator Branch as part of this seven-mile project to widen Alligator Road from a two-lane rural roadway to a three-lane section segment from US 76 to S-103 and to a five-lane curb and gutter section with sidewalk from S-103 to west of US 52. The new structure is a three-span, 100-foot-long reinforced concrete flat slab bridge constructed using staged construction. Ray was responsible for leading the structural design team to complete preliminary and final construction deliverables, and he coordinated with all disciplines to ensure adherence with the design specifications and project design criteria. Ray's additional responsibilities included coordination with the Project Manager, management of subconsultants and discipline leads, and quality control of all deliverables.



*Existing*

### 3. Emergency Bridge Package 2018-2B – Chesterfield County, SC

**Key Personnel Role:** Structures Design Manager and Lead Structural Engineer  
**Experience with Current Firm:** Infrastructure Consulting & Engineering, PLLC  
**Project/Assignment Duration:** Project 03/2019 – 12/2019, Assigned 03/2019 – 07/2019  
**Owner Contact Information:** SCDOT, Brad Reynolds, PE, [reynoldsbs@scdot.org](mailto:reynoldsbs@scdot.org), (803) 737-1440  
**Design/Construction Value:** \$6.75 Million



**Project Description:** This project involved the replacement of four bridges that were damaged as a result of flooding and erosion from heavy rains caused by Hurricane Florence in September 2018. The damaged bridges consisted of 15-foot precast spans on timber piles, and the four replacement bridges consisted of reinforced concrete end bents on HP piles, interior bents on two diameter drilled shafts, and prestressed concrete hollow-core slabs. Ray served as the **Structures Design Manager and Lead Structural Engineer** responsible for final design and plans development for all four bridges. His additional responsibilities included management of design staff, coordination with discipline leads and subconsultants, and quality control of final deliverables.



S-34 over Deep Creek

### 4. S-669 Bridge Replacement over Maple Swamp – Horry County, SC

**Key Personnel Role:** Structures Design Manager and Lead Structural Engineer  
**Experience with Current Firm:** Infrastructure Consulting & Engineering, PLLC  
**Project/Assignment Duration:** Project 02/2020 – 01/2022, Assigned 03/2020 – 01/2022  
**Owner Contact Information:** SCDOT, Brian Dix, PE, [DixBD@scdot.org](mailto:DixBD@scdot.org), (803) 737-1085  
**Design/Construction Value:** \$2.74 Million

**Project Description:** This low volume bridge replacement involves the removal of the 60-foot-long and 27.5-foot-wide concrete bridge structure and constructing a new concrete flat slab bridge. The new bridge will include three spans that are a total of 110 feet long and 30.25 feet wide. The new superstructure will have end bents supported on steel piles and interior bents supported by prestressed concrete piles. As the **Structures Design Manager and Lead Structural Engineer**, Ray managed the structural design and plans production effort and was also responsible for preparing a bridge alternative study, development of cost estimates and special provisions, completing a load capacity rating in accordance with SCDOT's Load Rating Guidance Document, quality control of final deliverables, and coordination with the Project Manager, design team, and subconsultants. In an effort to minimize road closure time, the design was completed well ahead of schedule, allowing the project to be let almost six months ahead of schedule.



Existing

### 5. Carolina Crossroads (Phase 2) – Broad River Road at I-20 Interchange – Columbia, SC

**Key Personnel Role:** Structures Design Manager and Lead Structural Engineer  
**Experience with Current Firm:** Infrastructure Consulting & Engineering, PLLC  
**Project/Assignment Duration:** Project 08/2021 – Present, Assigned 08/2021 – Present  
**Owner Contact Information:** SCDOT, Chris Lacy, [lacycr@scdot.org](mailto:lacycr@scdot.org), (803) 737-1419  
**Design/Construction Value:** \$127 Million



**Project Description:** This is the second phase of the five-phase \$1.7 Billion Carolina Crossroads program and consists of the re-design and construction of the interchange at I-20 and Broad River Road. The new interchange will be an Offset Diverging Diamond Interchange (ODDI). Ray serves as the **Structures Design Manager and Lead Structural Engineer** responsible for management of all structural aspects of the project; including three new bridges to replace the existing US 176 bridge, numerous retaining walls, custom drainage boxes, and bifurcated barrier walls. He attends weekly meetings with the Contractor and the design team to coordinate design efforts, ensure deliverables are consistent, and to address any topics of interest or concern. Ray oversees and directs the day-to-day efforts of a team of structural engineers and technicians for the development of the final design and plans that will be used for construction. He also manages the quality control efforts, ensuring deliverables are technically sound and free of errors/omissions. Currently bridge plans have been submitted and released for construction (RFC) on Bridge 42b. Ray's Team is a couple weeks away from submitting RFC plans on Bridge 44, and Bridge 42a final plans are scheduled for submission on August 31, 2022.



Rendering

- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.  
As Lead Design Engineer, Ray will not be required to be on-site full time for the duration of construction, so this section is not applicable.



## KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:  
**Kenneth Lynn Morgan, Superintendent – Public Division (Bridge)**

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

c. Name of Firm with which you are now associated:  
**Blythe Development Co.**



d. Years of Experience: With this Firm 5 Years With Other Firms 29 Years

#### **Employment History:**

**Blythe Development Co:** Superintendent / Construction Manager | Responsible for overseeing bridge construction projects including managing crews, subcontractors, safety, supply deliveries, and schedules. 2017 to Present.

**Carolina Bridge Company:** Superintendent | Oversaw day-to-day operations of construction at bridges sites and directly managed construction crews, equipment, subcontractors, and safety. 2012 to 2014.

**Flatiron Construction:** Assistant Superintendent | Helped superintendent oversee the construction of roads and bridges and assisted with scheduling, supervising laborers, and managing the crews and safety. 2003 to 2012.

Foreman | Ensured productivity of daily operations and worked closely with the management team with schedules, equipment and safety. 1993 to 2006

Laborer | Performed construction activities including asphalt and concrete work, earthwork, demolition, clean up, and structure placement while following safety protocol. 1986 to 1993

e. Education: High School Diploma

f. Active Registrations: N/A

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

#### **1. US 321 over Big Allison Creek – York County, SC**

**Key Personnel Role:** Superintendent  
**Experience with Current Firm:** Yes, Blythe Development Co  
**Project/Assignment Duration:** Project 2020-2021 | Assigned 2020-2021  
**Owner Contact Information:** SCDOT | Jared Bragg | [braggjk@scdot.org](mailto:braggjk@scdot.org) | 803-448-5876  
**Design/Construction Value:** \$5.6 Million

**Project Description:** This bridge replacement project required multi-phase construction to maintain traffic on two lanes at all times. Kenneth was responsible for overseeing the construction activities and ensuring quality work while enforcing safety and compliance with the specifications. He managed the construction crews, supplier schedules and equipment. The new 200' steel girder bridge was completed on-time and within budget.

#### **Similarities to SCDOT Bridge Package 15:**

*Project consisted of single span bridge over water and bridge demolition.*



#### **2. Charlotte Water Stowe Bridge Project – Charlotte, NC**

**Key Personnel Role:** Superintendent  
**Experience with Current Firm:** Yes, Blythe Development Co.  
**Project/Assignment Duration:** Project 2021-2022, Assigned 2021-Current  
**Owner Contact Information:** Charlotte Water | Nicole Bartlett; [Nicole.Bartlett@charlottenc.gov](mailto:Nicole.Bartlett@charlottenc.gov) | 704-497-8801  
**Design/Construction Value:** \$3.8 Million

#### **Project Description:**

Charlotte Water is building two access roads to provide dedicated access to the new Stowe Facility and the Long Creek Pump Station. The Northern Access Road alignment and a Southern Access Road which will be constructed to link the Long Creek Pump Station and the Stowe Facility. The Southern Access Road will include a bridge over Long Creek that will include a multi-use path for bicycles and pedestrians to improve public access to the River. The scope involves new location bridge construction of a three-span box girder bridge and associated roadway work over Long Creek for access to Charlotte Water's new Stowe Regional Facility. Kenneth is overseeing day-to-day operations and safety including direct management of constructions crews, equipment and subcontractors on-site.

**Similarities to SCDOT Bridge Package 15:** *Project consisted of box girder bridge and associated roadway similar to sites within Bridge Package 15. Accelerated construction schedule and similar value in per structure cost.*



### 3. Washington Bypass - Washington, NC

**Key Personnel Role:** Assistant Superintendent  
**Experience with Current Firm:** No, Flatiron Construction Corp  
**Project/Assignment Duration:** Project: 2006-2010 | Assigned 2009-2010  
**Owner Contact Information:** NCDOT | Teresa Bruton | [tbruton@ncdot.gov](mailto:tbruton@ncdot.gov) | (919) 707-6610  
**Design/Construction Value:** \$192 Million



#### Project Description:

This project was a Design-Build 6.8-mile highway bypass around Washington and Chocowinity, NC. This job at the time was the largest construction contract ever awarded by the NCDOT. Kenneth's job was to build from the north side of a 3-mile bridge along highway 17. This was built in a span-by-span method, working from the top-down method.

#### Similarities to SCDOT Bridge Package 15:

*Design-Build project with bridge construction over water and other environmentally sensitive areas.*



### 4. Hwy NC 175 Bridge over Lake Chatuge - Haysville, NC

**Key Personnel Role:** Superintendent  
**Experience with Current Firm:** No, Carolina Bridge Company  
**Project/Assignment Duration:** Project: 2006-2010 | Assigned 2009-2010  
**Owner Contact Information:** NCDOT | Greg Wallace, Asst. Resident Engineer (former) and Ronald Woods, Asst. Resident Engineer | [rwoods@ncdot.gov](mailto:rwoods@ncdot.gov) | 828-321-5061  
**Design/Construction Value:** \$2 Million

#### Project Description:

This structure was considered structurally deficient due to a substructure condition appraisal of 4 out of 9 and sturcutreal evaluation of 2 o f9 according to FHWA standards. The existing bridge was a seven-span sturcture that consided of reinforced concret deck girders. The end bents consided of concrete abutments. Theinterior bents consisted of reinforced concrete post and beam. It was constructed in 1941 and was 331 feet long with a traffic volumn of 4600 VPD. The replacement structure consisted of a 350' long with two 11-foot lanes with 4-foot offsets on each side. The roadway grade remained the same. The existing roadway was widening to 22' pavement wide to provide two 11' lanes. Kenneth oversaw the day-to-day operations, bridge crews, and safety including direct management of constructions crews, equipment and subcontractors on-site.

#### Similarities to SCDOT Bridge Package 15:

*Design-Build project with bridge construction over water and other environmentally sensitive areas.*



- 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.

Kenneth is currently completing the Charlotte Water Stowe Bridge project that will be complete in April 2023 allowing Kenny to be assigned to this project as required by the RFQ.





# APPENDIX B

## WORK HISTORY FORMS







WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify BDC 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 BDC (in thousands)
Name: <b>SCDOT File No. 4690020 US 321 Bridge Replacement over Allison Creek</b> Location: Clover, SC	Name: <b>KCI Technologies</b>	Name of Owner: <b>SCDOT</b> Project Manager: Jared Bragg Phone: (803) 448-5876 Email: BraggJK@scdot.org	11/2021	\$ 5,615	\$5,615

g. Narrative describing the work performed by BDC. If submitting work completed by an affiliated or subsidiary company of BDC, identify the full legal name of the affiliate or subsidiary and their role on the Project.

This \$5.6 million seven stage bridge replacement project consisted of replacing the existing bridge over Big Allison Creek on US 321 in Clover, SC. The scope of work performed by Blythe Development Company, from Charlotte, NC, as the prime contractor included installing a permanent shoring wall, driving steel H-Piles, all concrete placement, splicing and erecting 588,000 lbs. of structural steel, removal and disposal of all existing pavement, mass grading with borrow and onsite cut to fill, fine grading, and MOT management. Blythe Development Company managed its own resources to work on the bridge simultaneously, along with multiple grading crews to maximize schedule opportunities.

Key Personnel: Kenneth Morgan, Superintendent (2020-2021)

- ✓ Bridge demolition
- ✓ Construction over water
- ✓ Self-performed road and bridge work
- ✓ Detour install and maintenance



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

Office and field personnel involved in the project have worked diligently to complete the project under budget and within a timely manner all while delivering a quality product that both Blythe Development Co. and the SCDOT were both satisfied with. The crew and office personnel were also was tasked with completing an emergency repair project in Chester County that was requested by the SCDOT and was included in this contract. The emergency repair project was completed within budget and within the scheduled timeframe of August 17, 2019, as this was a heavily traveled route for nearby school traffic and needed to be completed before the start of the school year. Blythe Development Co. worked with the SCDOT to ensure the time required to complete the repair project was included back into the York County project to allow Blythe Development Co. to complete the US321 bridge in reasonable time frame. Final completion was achieved on November 13, 2021, 28 days past the contract modified completion date of October 15, 2021.

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

The project team developed and executed a project specific QMP to ensure overall construction quality. The team managed the phasing and material delivery by using a site adjacent to the project as the primary laydown area, allowing for a significant reduction of hauling and impacts on the traveling public. This process positively impacted the safety, quality, and schedule throughout the duration of the project.



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

Liquidated Damages were assessed to Blythe Development Company for completing this project 28 days late. Blythe Development Company had issues with a concrete flatwork sub which delayed a critical traffic shift creating a situation of late completion. The SCDOT granted a time extension to reduce the liquidated damages to 28 days.


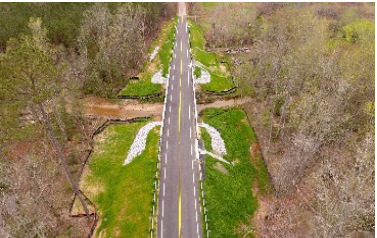





WORK HISTORY AND QUALITY FORM – CONTRACTOR





a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify BDC 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 BDC (in thousands)
Name: <b>SCDOT File No. Design Build Bridge Package E.</b>	Name: 	Name of Owner: <b>SCDOT</b> Project Manager: <b>Shane Parris</b> Phone: <b>864-489-5760</b> Email: <a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	2019	\$56,000	\$3,951
g. Narrative describing the work performed by BDC. If submitting work completed by an affiliated or subsidiary company of BDC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>Blythe Development Co. was a subcontractor on this project for United Infrastructure Group, responsible for both roadway and bridge construction scopes of work for one (1) bridge replacement site and bridge-only construction for two (2) bridge replacement sites on this project, including:</p> <p><u>S-46-22 (Pleasant Rd.) over Steele Creek – Roadway and Bridge</u>   The existing bridge consisting of a timber deck-steel beam superstructure and timber pile bents was demolished and replaced with a two-span 54” prestressed concrete beam-deck superstructure founded on 48” diameter drilled shafts. Roadway work included cut and fill of 20,000 cyds of earth material to shape the bridge embankments and approach roadway, including an alignment change to accommodate staging, as well as associated asphalt paving.</p> <p><u>S-46-64 (Lincoln Rd.) over Allison Creek – Bridge Only (pictured)</u>   The existing bridge consisting of a timber deck-steel beam superstructure and timber pile bents was demolished and replaced with a two-span prestressed 2’ x 3’ prestressed concrete cored slab/asphalt paved deck superstructure founded on 48” diameter drilled shafts and HP14x73 steel H-pile. Roadway work at this site was completed by others.</p> <p><u>S-46-347 (Gordon Rd.) over Stoney Fork Creek – Bridge Only</u>   The existing bridge consisting of a timber deck-steel beam superstructure and timber pile bents was demolished and replaced with a Type III concrete beam-deck slab superstructure founded on HP14x73 steel H-pile abutments. Roadway work at this site was completed by others.</p>			 <div><ul style="list-style-type: none"><li>✓ SCDOT Design Build</li><li>✓ Accelerated Schedule</li><li>✓ Bridge Package with Multiple Sites</li><li>✓ Construction over water</li></ul></div>		
h. Self-Assessment. The information provided in this section should be a self-assessment of BDC performance on the project to identify BDC with firms or personnel that have successfully completed projects on time and on or under budget, and to identify BDC that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Office and field personnel involved in the project worked diligently to complete the project under budget and within a timely manner all while delivering a quality product that both Blythe Development Co. and the SCDOT were both satisfied with.					
i. Quality Initiatives. Discuss BDC quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
The project team developed and executed a project specific QMP to ensure overall construction quality. The team managed the phasing and material delivery by using a site adjacent to the project as the primary laydown area, allowing for a significant reduction of hauling and impacts on the traveling public. This process positively impacted the safety, quality, and schedule throughout the duration of the project.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, BDC shall provide a detailed explanation below.					
Liquidated Damages were assessed to Blythe Development Co. by the prime contractor for completing one site within this project 70 days late (S-46-347). Blythe Development Company was forced to stop work at one of the sites due to the required modification of an environmental permit, which delayed completion of the bridge and contract.					

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify ICE, PLLC’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by ICE, PLLC (in thousands)
Name: <b>Emergency Bridge Package 2018-2B</b> Location: <b>Chesterfield County, SC</b>	Name: <b>United Infrastructure Group, Inc.</b>	Name of Owner: <b>SCDOT</b> Project Manager: <b>Brad Reynolds, PE</b> Phone: <b>803.737.1440</b> Email: <a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Construction: <b>December 2019</b> Design: <b>July 2019</b>	<b>\$6,750</b>	<b>\$1,033 (Design)</b> <b>+ \$105 (QC Inspection)</b>
g. Narrative describing the work performed by ICE, PLLC. Include the office location(s) where the design work was performed and whether ICE, PLLC was the lead designer or a sub-consultant.					
<p><b>Project Description:</b> ICE is the Primary Design Consultant responsible for successfully delivering all engineering services required for this Design-Build (DB) project which involves the replacement of four bridges including S-243 (Buchanan Bridge Road) Bridge over Adams Creek, S-138 (Bo Melton Loop) Bridge over Little Black Creek, S-757 (Davis Rivers Road) Bridge over Jimmies Creek, and S-34 (Wamble Hill Road) Bridge over Deep Creek in Chesterfield County. All four bridges were damaged as a result of flooding and erosion from heavy rains caused by Hurricane Florence in September 2018. The existing bridges consist of 15' precast spans on timber piles. Design is complete for all four bridges, and they are currently under construction.</p> <p><b>S-243 (Buchanan Bridge Road) Bridge over Adams Creek</b>   The new bridge will consist of a 120' three-span bridge (25'-70’-25') with reinforced concrete end bents founded on HP piles and an interior bent founded on two 3'-6" diameter drilled shafts supporting 3'-0" X 2’-0" prestressed concrete hollow-core slabs with an asphalt riding surface. (pictured top right)</p> <p><b>S-138 (Bo Melton Loop) Bridge over Little Black Creek</b>   The new bridge will consist of a 100' three-span bridge (20'-60'-20’) with reinforced concrete end bents founded on HP piles and an interior bent founded on two 3'-6" diameter drilled shafts supporting 3'-0" X 2'-0" prestressed concrete hollow-core slabs with an asphalt riding surface. (pictured bottom left)</p> <p><b>S-757 (Davis Rivers Road) Bridge over Jimmies Creek</b>   The new bridge will consist of a 110' three-span bridge (20'-70'-20’) with reinforced concrete end bents founded on HP piles and an interior bent founded on two 3'-6" diameter drilled shafts supporting 3'-0" X 2'-0" prestressed concrete hollow-core slabs with an asphalt riding surface. (pictured bottom right)</p> <p><b>S-34 (Wamble Hill Road) Bridge over Deep Creek</b>   The new bridge will consist of an 106' two-span bridge (45'-61') with reinforced concrete end bents founded on HP piles and an interior bent founded on two 3'-6" diameter drilled shafts supporting 3'-0" X 2'-0" prestressed concrete hollow-core slabs with an asphalt riding surface. (pictured top left)</p> <p><b>Design Location:</b> ICE Former Corporate Office: Columbia, SC</p> <p><b>Key Individual name/role/time on the project:</b> Ray Spence / Structural Design Manager (03/2019 -12/2019)</p>			<div></div> <div><p><b>RELEVANCE:</b></p><ul style="list-style-type: none"><li>✓ Design Build</li><li>✓ Minimization of design and construction impacts to wetlands</li><li>✓ Accelerated Schedule – 4 bridges replaced in 5 months</li><li>✓ Contract included right of way acquisitions</li></ul></div>		
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE, PLLC’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>Roadway, bridge, geotechnical and hydraulic design were performed by ICE. Performing all of the design functions in house was one of the keys to having a successful communication plan. The design team also developed a very detailed schedule pre-bid so that as soon as our team was announced the winning proposer we were able to go to work immediately on scheduling critical tasks such the geotechnical investigation for each site. Insight Group LLC did all of the drilling and soils testing. This was the first Design-Build project that required the contractor to perform bridge load capacity ratings. ICE used AASHTOWare’s Bridge Rating (BrR) computer program to perform this task on each structure.</p>					
i. Quality Initiatives. Discuss ICE, PLLC’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>Since the project had to be substantially complete within 200 days from Notice to Proceed, all preconstruction tasks had to be completed on an accelerated schedule. The submittal process was shortened by eliminating the preliminary plans submittal. Our team advanced the hydraulic design pre-bid so that we could submit HEC-RAS models for each site soon after NTP. This enabled the DOT to review our conceptual plans with the hydraulic models and provide the approvals needed to move to final design at each site. The geotechnical investigation, all design, and reviews were completed in just 63 days from the notice to proceed. ICE delivered the RFC bridge and roadway plans for each site ahead of schedule and exceeded the contractors expectations.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE, PLLC shall provide a detailed explanation below.					
Not Applicable.					



WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify ICE, PLLC’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by ICE, PLLC (in thousands)
Name: <b>Emergency Bridge Replacement Package 4</b> Location: <b>Kershaw, Richland, and Williamsburg Counties, SC</b>	Name: <b>United Infrastructure Group, Inc.</b>	Name of Owner: <b>SCDOT</b> Project Manager: <b>William “Tyke” Redfearn III, PE</b> Phone: <b>803.737.1430</b> Email: <a href="mailto:RedfearnWT@scdot.org">RedfearnWT@scdot.org</a>	Construction: <b>September 2017</b>  Design: <b>December 2015</b>	<b>\$11,700</b>	<b>\$945</b>
g. Narrative describing the work performed by ICE, PLLC. Include the office location(s) where the design work was performed and whether ICE, PLLC was the lead designer or a sub-consultant.					
<p><b>Project Description:</b> ICE served as the Primary Design Firm for this project that consisted of all work necessary, at four separate locations, to remove the remainder of the existing bridges and to construct new bridges, including the associated roadway and drainage work necessary to tie the new approaches to the existing roadways.</p> <p>As the result of flooding, the existing structures were damaged beyond repair. The four locations are described below</p> <ul style="list-style-type: none"><li>Pine Grove Road over Twenty-Five Mile Creek in Kershaw County (Top Right) - New bridge consists of: 260’ long, 3 Spans, Prestressed Concrete Beams, Steel Piles at End Bents, and Interior Bents Supported by Drilled Shaft. Work also included repairs to the roadway embankments damaged during flooding.</li><li>Congress Road over Jumping Run Creek in Richland County(Top Left) - New bridge consists of 110’ long, 2 Spans, Prestressed Concrete Hollow Core Slabs, Steel Piles at End Bents, and Interior Bent Supported by Prestressed Concrete Piles.</li><li>Rockbridge Road over Spring Lake (Bottom Left) in Richland County - New bridge consists of: 120’ long, 3 Spans, Prestressed Concrete Hollow Core Slabs, Steel Piles at End Bents, and Interior Bents on Prestressed concrete piles.</li><li>Battery Park Road over Black Mingo Creek in Williamsburg County (Bottom right) - New bridge consists of: 164’ long, 3 Spans, Prestressed Concrete Hollow Core Slabs, Steel Piles at End Bents, and Interior Bents Supported by Prestressed Concrete Piles. Work also included repairs to the roadway embankments damaged during flooding.</li></ul> <p>ICE was responsible for bridge design, utility coordination and all associated roadway and drainage work necessary to tie the new approaches to the existing roadways and repairing roadway embankments damaged during flooding. A variety of bridge replacement options were used. The superstructures of the four bridges consist of cored slabs, flat slabs, and beams. All four bridge sites were in FEMA special flood hazard zones therefore no rise/no impact studies were produced for three of the sites.</p> <p>The fourth site required the production of a FEMA letter of map revision (LOMR). The LOMR was approved with no comments by FEMA.</p> <p>Design Location: ICE Former Corporate Office – Columbia, SC</p> <p>Key Individuals: No key individuals were involved in this project.</p>			   	<div><div>✓ Design Build</div><div>✓ Minimization of design and construction impacts to wetlands</div><div>✓ Accelerated Schedule – 4 bridges replaced in 5 months</div><div>✓ Contract included right of way acquisitions</div></div>	
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE, PLLC’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Design work for all four sites was completed in 89 days (started on 12/16/2015 and finished on 3/14/2016). Effective communication along with long established working relationships with our subconsultants (F&ME and CSS) and UIG resulted in a project that was finished under budget and without claims, dispute proceedings, litigation and arbitration.					
i. Quality Initiatives. Discuss ICE, PLLC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
The design schedule was developed during the proposal phase and strictly followed during the first three months of the project. All submittals went through a thorough QC process along with over the shoulder reviews by UIG staff. This attention to detail resulted in only a few RFI’s and plan revisions during construction.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE, PLLC shall provide a detailed explanation below.					
Not Applicable					





# APPENDIX C

## WORK HISTORY FORMS / QUALITY FORMS




















## BLYTHE DEVELOPMENT CO.

1415 EAST WESTINGHOUSE BOULEVARD • CHARLOTTE, NORTH CAROLINA 28273 • TEL (704) 588-0023 • FAX (704) 588-9935

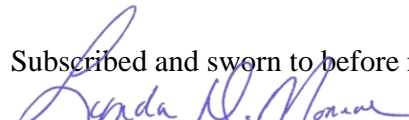
### Letter of Financial Capacity

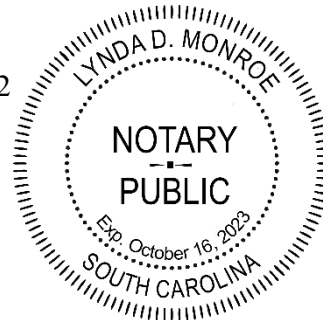
The undersigned, being duly sworn, deposes and says that he is Luther J. Blythe, Jr. and is the Vice President of Operations for Blythe Development Co. He further states that, Blythe Development Co. has the financial capacity and resources necessary to complete the Bridge Package 15 Design-Build Project as proposed in the Request for Proposals issued by South Carolina Department of Transportation.

Signed this 17<sup>th</sup> day of October 2022

  
Luther J. Blythe, Jr.  
Vice President of Operations

Subscribed and sworn to before me this 17<sup>th</sup> day of October 2022

  
NOTARY PUBLIC FOR SOUTH CAROLINA  
My Commission Expires: Oct. 16, 2023



*seal*



USI Insurance Services  
6100 Fairview Drive  
Suite 1400  
Charlotte, NC 28210  
www.usi.com  
Tel: 704.543.0258

October 14, 2022

Ms. Carmen Wright  
SC DOT Point of Contact  
Office of Project Delivery  
955 Park Street, Room 101  
Columbia, SC 29201

**RE: Our Client: Blythe Development Company**  
**Project: Bridge Package 15; Design Build Project Contract ID 8862230 Anderson, Chester, Chesterfield and Lancaster Counties**  
**Estimated Cost: \$12,000,000.00**

Dear Ms. Wright:

It is our pleasure to comment on the bonding qualifications of Blythe Development Company. Through their current surety, Liberty Mutual Insurance Company, we have handled the contract Performance and Payment bond requirements on behalf of the above firm since 2004. Their current bonding limits are \$125,000,000 single job / \$450,000,000 aggregate work program.

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

It is our understanding that the above referenced project has an estimated value of approximately \$12,000,000.00. Liberty Mutual Insurance Company would be most willing to provide the Performance and Payment Bond, in the event they are awarded the contract and enter into a contract satisfactory to all parties.

**Bond**

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

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

Sincerely,

LIBERTY MUTUAL INSURANCE COMPANY

Angie Ramsey  
2022-10-14 10:21:04:00

Angela D. Ramsey, Attorney-In-Fact



Seal No. 4763





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: 8208635-969489

## 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, \_\_\_\_\_  
Angela D. Ramsey, Elizabeth D. Drum, C. Timothy Wilkerson, J. David Polack, Jr., Jacqueline Hampton, Jennifer C. Hoehn, 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 24th day of August, 2022.



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 24th day of August, 2022 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 - Notary Seal  
Teresa Pastella, Notary Public  
Montgomery County  
My commission expires March 28, 2025  
Commission number 1126044  
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 14th day of October, 2022.



By:

*Renee C. Llewellyn*  
Renee C. Llewellyn, Assistant Secretary





# APPENDIX E

## ORGANIZATIONAL CONFLICTS OF INTEREST





# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

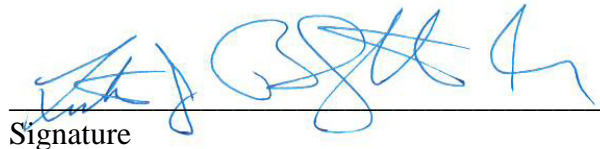
☒ Determined that no potential organizational conflict of interest exists.

☐ Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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

  
Signature

10/14/2022  
Date

Luther J. Blythe, Jr.

Print Name

Blythe Development Co.

Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company



# APPENDIX F

## CONFIDENTIAL OR PROPRIETARY INFORMATION SUMMARY LIST





## APPENDIX F

### Confidential or Proprietary Information Summary List

The following sections of this SOQ are considered confidential and should not be disclosed under the South Carolina Freedom of Information Act.

#### **Appendix C – Quality of Past Performance**

Quality of Past Performance Forms ..... PDF Pages 26-28



# APPENDIX G

## ADDENDUM RECEIPT FORMS





## APPENDIX G

### Addendum Receipt Form(s)

No addendums have been issued for this project.



# APPENDIX H

## KEY INDIVIDUAL & CONTRACTOR / DESIGNER REFERENCE FORMS





References from Previous Working Relationships Table

Email	First Name	Last Name	Company Name	Project Name	Team
<a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	Shane	Parris	SCDOT	Deisgn Build Bridge Package E	Blythe

References from Work History Forms

Email	First Name	Last Name	Company Name	Project Name	Team
<a href="mailto:BraggJK@scdot.org">BraggJK@scdot.org</a>	Jared	Bragg	SCDOT	US 321 Bridge Replacement over Allison Creek	Blythe / KCI
<a href="mailto:parrissl@scdot.org">parrissl@scdot.org</a>	Shane	Parris	SCDOT	Deisgn Build Bridge Package E	Blythe / ICE
<a href="mailto:_reynoldsbs@scdot.org">_reynoldsbs@scdot.org</a>	Brad	Reynolds	SCDOT	Emergency Bridge Package 2018-2B	ICE / UIG
<a href="mailto:RedfearnWT@scdot.org">RedfearnWT@scdot.org</a>	Tyke	Redfearn	SCDOT	Emergency Bridge Replacement Package 4	ICE / UIG



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
<a href="mailto:jrlawrence@ncdot.gov">jrlawrence@ncdot.gov</a>	Jody	Lawrence	Kevin O'Connor	I-26 Design Build Widening Project – Asheville, NC	Sr. Project Manager	Blythe
<a href="mailto:wilsonka@scdot.org">wilsonka@scdot.org</a>	Ken	Wilson	Kevin O'Connor	Highway 160 Widening – Indian Land, SC	Project Manager	Blythe
<a href="mailto:ehunter@ncdot.gov">ehunter@ncdot.gov</a>	Nat	Hunter	Kevin O'Connor	I-77 HOT Lanes Widening – Charlotte, NC	Project Manager	Blythe
<a href="mailto:bmckenzie@ncdot.gov">bmckenzie@ncdot.gov</a>	Brady	McKenzie	Kevin O'Connor	I-485 Design Build Widening Project - Charlotte, NC	Sr. Project Engineer	Blythe
<a href="mailto:nicole.bartlett@charlottenc.gov">nicole.bartlett@charlottenc.gov</a>	Nicole	Bartlett	Joe Byington	Charlotte Water Stowe Bridge Project – Charlotte, NC	Project Manager	Blythe
<a href="mailto:jtrichins@utah.gov">jtrichins@utah.gov</a>	Jason	Richins	Joe Byington	I-15 CORE – Utah County, Utah	Structures Engineer	Blythe
<a href="mailto:Jdtolley@kleinfelder.com">Jdtolley@kleinfelder.com</a>	Daniel	Tolley	Joe Byington	US 601 Bridge over Norfolk Southern RR	Project Manager	Sloan
<a href="mailto:EdwardsTC@scdot.org">EdwardsTC@scdot.org</a>	Tony	Edwards	Ray Spence	SC 901 Bridge Replacement over Rocky Creek – Chester County, SC	Project Manager and Engineer of Record	ICE
<a href="mailto:DixBD@scdot.org">DixBD@scdot.org</a>	Brian	Dix	Ray Spence	S-107 (Alligator Road) Widening and Bridge Replacement – Florence County, SC	Structures Design Manager and Lead Structural Engineer	ICE
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Brad	Reynolds	Ray Spence	Emergency Bridge Package 2018-2B – Chesterfield County, SC	Structures Design Manager and Lead Structural Engineer	ICE
<a href="mailto:DixBD@scdot.org">DixBD@scdot.org</a>	Brian	Dix	Ray Spence	S-669 Bridge Replacement over Maple Swamp – Horry County, SC	Structures Design Manager and Lead Structural Engineer	ICE
<a href="mailto:lacycr@scdot.org">lacycr@scdot.org</a>	Chris	Lacy	Ray Spence	Carolina Crossroads (Phase 2) – Broad River Road at I-20 Interchange – Columbia, SC	Structures Design Manager and Lead Structural Engineer	ICE
<a href="mailto:braggjk@scdot.org">braggjk@scdot.org</a>	Jared	Bragg	Kenneth Morgan	US 321 over Big Allison Creek – York County, SC	Superintendent	Blythe
<a href="mailto:nicole.bartlett@charlottenc.gov">nicole.bartlett@charlottenc.gov</a>	Nicole	Bartlett	Kenneth Morgan	Charlotte Water Stowe Bridge Project – Charlotte, NC	Project Manager	Blythe
<a href="mailto:tbruton@ncdot.gov">tbruton@ncdot.gov</a>	Teresa	Bruton	Kenneth Morgan	Washington Bypass - Washington, NC	Assistant Superintendent	Blythe
<a href="mailto:rwoods@ncdot.gov">rwoods@ncdot.gov</a>	Ronald	Woods	Kenneth Morgan	NC 175 Bridge over Lake Chatuge	Superintendent	Blythe

