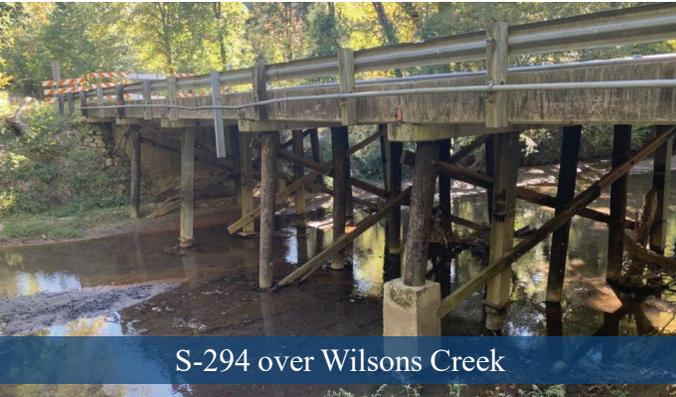




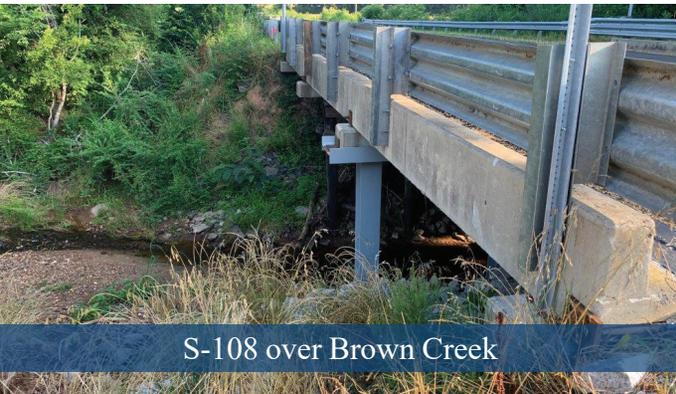
# Statement of Qualifications



S-294 over Wilsons Creek

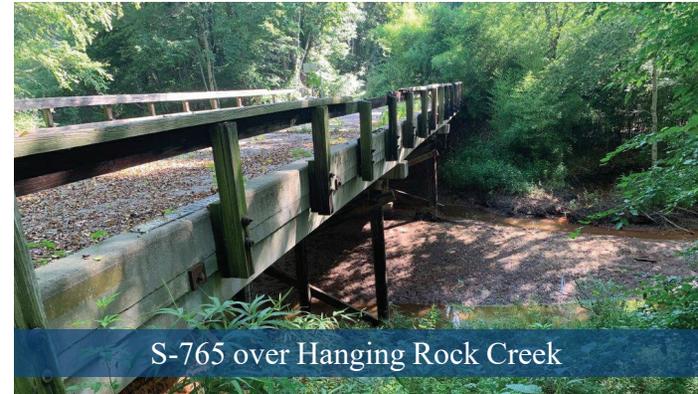


S-53 over Little Rocky Creek



S-108 over Brown Creek

**Bridge Package 15**  
**Design-Build Project**  
Contract ID 8862230  
Anderson, Chester, Chesterfield, and  
Lancaster Counties, South Carolina



S-765 over Hanging Rock Creek

October 19, 2022



*This document is bookmarked for your convenience.*

*Green and underlined text within this document indicates a **HYPERLINK** and will take you to more detailed information.*

*To return to your previous location,*

*simply type  + *

## Narrative





## 3.2 INTRODUCTION

**3.2.1 Contracting Entity | United Infrastructure Group (United) and Reeves Construction Company (Reeves)** have combined resources and expertise to form a fully integrated joint venture: **United Infrastructure Group - Reeves Construction Company-Joint Venture (United-Reeves JV)**. United-Reeves JV will serve as the Contracting Entity and be responsible for the successful delivery of Bridge Package 15 Design-Build (D-B) Project. United Infrastructure Group is headquartered in Great Falls, South Carolina and is the leading bridge contractor in the state. United has extensive operations throughout the Carolinas and Georgia and is one of the most experienced D-B contractors in the Southeast. Reeves maintains operations throughout the Southeast, covering the Carolinas, much of Georgia, and northern Florida. Headquartered in Duncan, South Carolina, Reeves has regional offices strategically located throughout the state, including fixed office locations in Duncan, Columbia, and Blacksburg, SC. Reeves is owned by Colas, an international highway construction and materials contractor. Maintaining a successful design-build history and partnership with both United and Reeves, we have enlisted the design expertise, experience, and resources of **Rummel, Klepper & Kahl, LLP (RK&K)**. As Lead Designer, RK&K will serve as prime design consulting firm responsible for the overall design and will be supported by trusted local subconsultants that specialize in utility coordination, surveying, SUE, right-of-way services, and environmental/permitting.

### 3.2.2 Points of Contact & 3.2.3 Full Legal Name of Lead Contractor & Lead Designer

### 3.2.4 Unique Entity ID

**3.2.5 Commitment of Key Individuals** | Our Key Individuals are **fully committed to this Project**, driven to meet and exceed SCDOT’s quality and schedule expectations, and are **available for the duration of the Project**. Our Team is also committed to providing all resources and personnel required to successfully deliver the Project.

3.2.1, 3.2.2 and 3.2.3	
Contracting Entity and Project Management Office	
<b>United-Reeves JV</b> 5562 Pendergrass Blvd. Great Falls, SC 29055 803.581.6000   <a href="http://uig.net">uig.net</a>	<b>Authorized Representatives to Sign Contract</b> D. Michael Grey, PE - United C. Robert Loar - Reeves
Lead Contractor:  	
United Infrastructure Group - Reeves Construction Company Joint Venture (United-Reeves JV)	
POC - Contracting Entity & Procurement:	
<b>D. Michael Grey, PE</b> 3800 Arco Corporate Dr., Charlotte, NC 28273 803.581.6000 (phone)   704.201.8935 (mobile) <a href="mailto:mike.grey@uig.net">mike.grey@uig.net</a>	
Lead Designer: 	
Rummel, Klepper & Kahl, LLP (RK&K)	
POC - Procurement: Christopher Eric Jordan, PE, DBIA	
1201 Main Street, Suite 1400, Columbia, SC 29201 803.766.7240 (phone)   803.445.9158 (mobile) <a href="mailto:cjordan@rkk.com">cjordan@rkk.com</a>	

3.2.4	Team Member	Unique ID
<b>United</b>	United Infrastructure Group, Inc.	NRMTAY2LZBP5
<b>Reeves</b>	Reeves Construction Company	MY5TCRAKKWB3
<b>RK&amp;K</b>	Rummel, Klepper & Kahl, LLP	MRQ7D4288C55

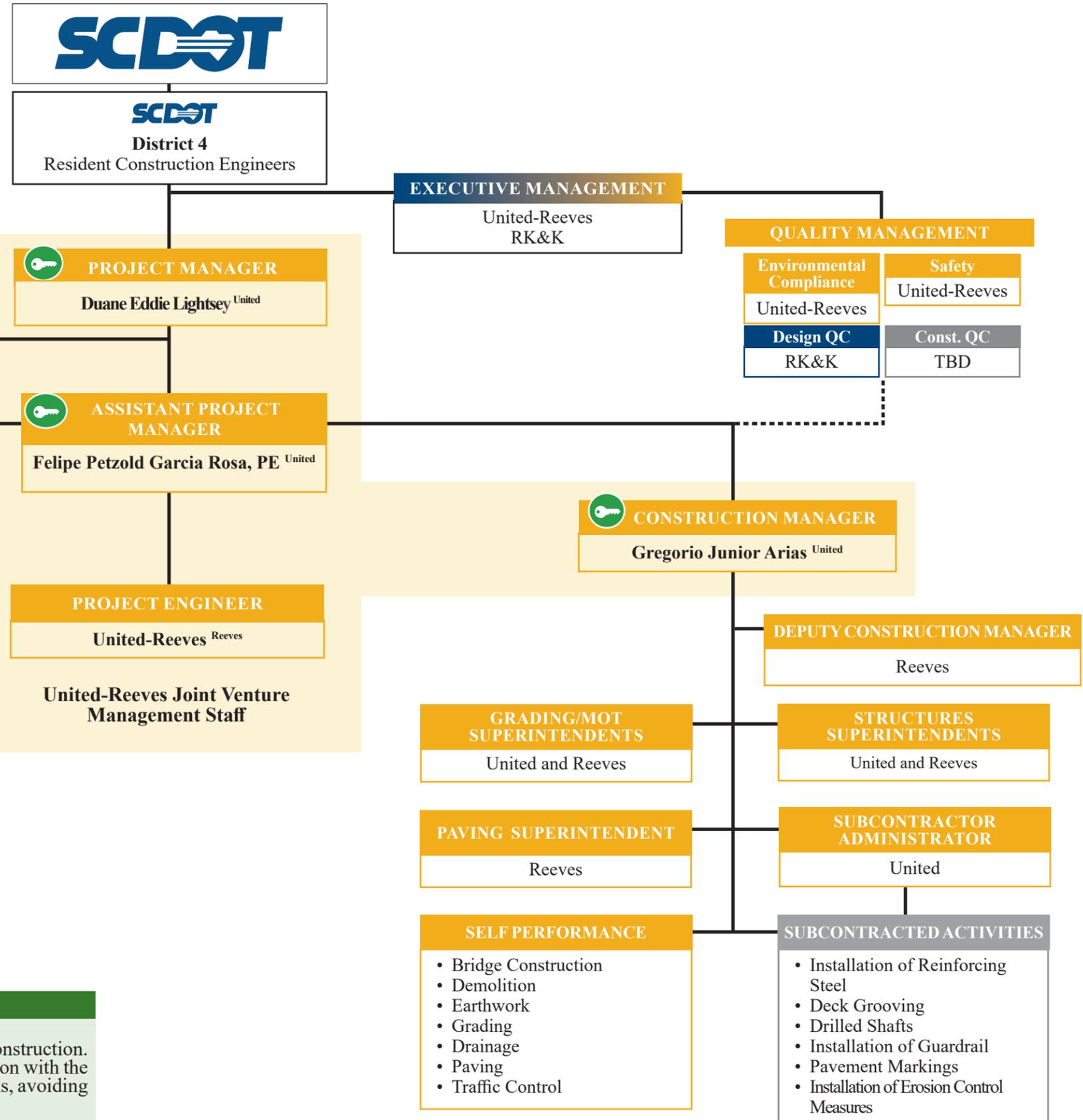


### 3.3 TEAM STRUCTURE AND PROJECT EXECUTION

#### 3.3.1 Organization Chart, Team Structure, and Team Integration

This **Organizational Chart** illustrates the **functional structure** of our team, establishing a chain of command that will result in a successful project.

Team Member	
<b>United</b>	United Infrastructure Group, Inc.
<b>Reeves</b>	Reeves Construction Company
<b>RK&amp;K</b>	Rummel, Klepper & Kahl, LLP
<b>R&amp;D</b>	Robbins & DeWitt *
<b>PAN</b>	Property Acquisitions & Negotiations, Inc.
<b>SAM</b>	Surveying And Mapping, LLC
	RFQ Key Individuals
	Direct Report
	Communication
*	Disadvantaged Business Enterprise (DBE)



DESIGN TEAM		
<b>Roadway Design</b> RK&K	<b>Bridge/Seismic Design</b> RK&K	<b>Environmental / Permitting</b> R&D* / RK&K
<b>Signing &amp; Pavement Markings</b> RK&K	<b>Geotechnical Design</b> RK&K	<b>Survey / SUE</b> SAM
<b>Work Zone Traffic Control</b> RK&K	<b>Hydraulic Design</b> RK&K	<b>Right-of-Way</b> PAN / RK&K
	<b>Utility Coordination &amp; Design</b> SAM / RK&K	

Team Integration	
<b>United</b>	Integration of design staff and activities will be the focal responsibility of the APM during preconstruction. He will work closely with the Lead Design Engineer throughout design and maintain communication with the DBPM and CM during design to ensure that constructability issues are addressed prior to RFC plans, avoiding plan changes after issuance of RFC plans.
<b>Reeves</b>	
<b>RK&amp;K</b>	



**Team Integration** | The core of the team we have assembled for this project, as shown in the shaded area of the organizational chart, is the United-Reeves Joint Venture Management Staff. Integration of design staff and activities will be the focal responsibility of the APM during preconstruction. He will work closely with the Lead Design Engineer throughout design and maintain communication with the DBPM and CM during design to ensure that constructability issues are addressed prior to RFC plans, avoiding plan changes after issuance of RFC plans..

The Construction Manager will report directly to the APM and oversee all construction. He will manage the activities of field supervisors and crews from both Reeves and United, who will effectively perform major items of work for the Joint Venture as internal subcontractors. This allows our team the opportunity to draw from a huge pool of highly skilled personnel and maximize cost efficiency while providing the highest-quality work on an expedited schedule.

Function	Integration	Responsibilities
<b>Executive Management</b>	<ul style="list-style-type: none"> <li>Direct access by SCDOT to DB Team leadership</li> </ul>	<ul style="list-style-type: none"> <li>Scheduled performance reviews</li> <li>Attend project meetings</li> <li>Provision of resources</li> <li>Project success</li> </ul>
<b>Quality Management Environmental Compliance-Safety- Design QC-Construction QC</b>	<ul style="list-style-type: none"> <li>Reports to SCDOT (DB and District 4) and Executive Management</li> <li>Coordination with Independent Quality Assurance and permitting agencies</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement Quality Control Plan (QCP)</li> <li>Full authority to ensure QCP is successfully implemented</li> <li>Constructability reviews of all designs</li> </ul>
<b>Project Manager</b> <b>Duane Eddie Lightsey</b> <small>United</small>	 <ul style="list-style-type: none"> <li>Primary POC with SCDOT</li> <li>Direct report to SCDOT and Executive Management</li> <li>Integrated into design development via weekly team meetings with Design Team to provide continual Contractor input</li> <li>Continual communication with Quality Management (QM)</li> </ul>	<ul style="list-style-type: none"> <li>Overall project delivery</li> <li>Authority to make final decisions</li> <li>Provide constructability reviews during Design QC</li> <li>Attend and lead weekly status meetings</li> <li>Available as requested by SCDOT</li> </ul>
<b>Assistant Project Manager</b> <b>Felipe Petzold Garcia Rosa, PE</b> <small>United</small>	 <ul style="list-style-type: none"> <li>Dedicated solely to the project</li> <li>Reports to the PM</li> <li>Daily coordination with District 4</li> <li>Continual communication with Quality Management</li> <li>Integrated into design development via weekly team meetings with Design Team to provide continual Contractor input</li> </ul>	<ul style="list-style-type: none"> <li>Daily Project coordination</li> <li>Daily communication with SCDOT Representatives</li> <li>Coordinates and schedules all construction activities</li> <li>Available for on-site meetings during construction</li> <li>Assists DBPM for project delivery including design coordination and construction submittals</li> <li>Participate in weekly status meetings</li> </ul>
<b>Lead Design Engineer</b> <b>Christopher Eric Jordan, PE, DBIA</b> <small>RK&amp;K</small>	 <ul style="list-style-type: none"> <li>Reports to Project Management Team</li> <li>Integrates with Project Management Team to facilitate Contractor input into design decisions, design submittal schedules, permitting/ROW/detour schedules, and RFIs</li> <li>Continual communication with Design QC and Project Engineer</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for all design aspects</li> <li>Manage all design submittals and submittal schedules</li> <li>Adhere to requirements of the QCP</li> <li>Incorporate constructability reviews during Design QC</li> <li>Attend all project meetings during design</li> <li>Responds to all RFIs</li> </ul>



Function	Integration	Responsibilities
<b>Deputy Design Manager</b>	<ul style="list-style-type: none"> <li>Reports to the Lead Design Engineer</li> <li>Continual communication with Design QC</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates all design disciplines</li> <li>Coordinates Design QC reviews</li> </ul>
<b>Construction Manager</b> <b>Gregorio Junior Arias</b> <sup>United</sup>	 <ul style="list-style-type: none"> <li>Reports to the Project Management Team</li> <li>Continual communication with the APM during pursuit and design, ensuring incorporation of all field comments</li> <li>Continual communication with Quality Management and Project Engineer</li> </ul>	<ul style="list-style-type: none"> <li>All aspects of construction</li> <li>Oversight of and coordination with each site superintendent</li> <li>Subcontractor performance</li> <li>Scheduling of equipment and personnel</li> </ul>
<b>Deputy Construction Manager</b>	<ul style="list-style-type: none"> <li>Reports to the Construction Manager and Project Management Team</li> <li>Manages construction for sites assigned to Reeves</li> <li>Continual communication with Quality Management and Project Engineer</li> <li>Continual presence via weekly team meetings with Design Team to maintain Contractor input</li> </ul>	<ul style="list-style-type: none"> <li>All aspects of construction</li> <li>Oversight of and coordination with each site superintendent</li> <li>Subcontractor performance</li> <li>Scheduling of equipment and personnel</li> </ul>
<b>Project Engineer-Project/Subcontractor Administration</b>	<ul style="list-style-type: none"> <li>Reports to the Project Management Team</li> <li>Continual communication with Design, Construction and QM</li> </ul>	<ul style="list-style-type: none"> <li>Project administration, scheduling, field layout, post-design utility coordination, public relations</li> </ul>

**LESSONS LEARNED FROM CLRB 2020 AND CLRB 2021**

Bridges	Some SCDOT standards for cored slabs do not pass a load rating. Strands must be added to accommodate this.	Hydraulics	Pipe ditches to minimize Right of Way.	
	Correct reinforcing for SCDOT's new MASH Barrier standard must be incorporated into the NC box beam plans and the SCDOT cored slab standards.		Matching existing overtopping is not achievable due to superstructure depth.	
	In superelevated sections for cored slabs and box beams, the cap shall be appropriately detailed as offset from the centerline to correctly locate beams. Additionally, a station and offset table is beneficial to avoid confusion on pile placement.		Flank bridge with cross line pipes to match existing headwater when overtopping cannot be achieved.	
	Cored slabs on a skew require extra detailing edits as the SCDOT standards do not accommodate skews.		Geotechnical	It is beneficial to perform more borings than required in PCDM 11 for Low Volume bridges where there are variations in top of rock elevations.
	To successfully follow the new Load Rating Guidance document, very specific details are needed in AASHTOWare and specific forms are required. We have adapted our process to support future submittals.			Scour should not be below the top of rock elevation where non-scourable crystalline rock is present, and the scour line should be adjusted accordingly.
	Pre-drilling is preferred if borings indicate rock within 15' of bottom of cap			
Roadway	SCDOT prefers the highest number in the range of clear zone limits provided in the AASHTO Roadside Design Guide.	Evaluate if criteria is present for minimum difference between rock socket and casing diameters on Drilled Shafts		
	Evaluate District preference for guardrail to be included on all four bridge quadrants even if not warranted per clear zone requirements.	Geotextile fabric may be required for slope stability depending on scour, and should be considered in the pursuit phase.		
	Utilization of slope permissions when feasible to minimize ROW purchases.			
	Utilization of hinged slopes to minimize ROW and Environmental impacts.			
Include cross pipes on cross sections where applicable.			<p><b>"The team has worked well with SCDOT to develop effective designs thus far. The team has shown commitment to get the project moving and has done a great job."</b></p> <p><b>— Michael Pitts, PE, Assoc. DBIA   SCDOT   Closed and Load Restricted Bridge Package 2020-1 (Design-Build)</b></p>	



**Firms and Key Individuals Working Together and Teaming Success |**

United-Reeves JV knows that teaming is a proven partnership and working relationship, developed over time, to achieve mutual goals.

As a proven team, **United and Reeves have partnered together on seven projects in the last 10 years**, including the Monroe Bypass

D-B project (37 bridges) where RK&K was also the Lead Designer. Additionally, **Reeves and RK&K are successfully teamed on SCDOT's District 2 (2020-1) and District**

**4 (2021-1) CLRBR Packages.** Key members of our team also resolved critical issues on an I-385 pavement rehabilitation project for SCDOT. *The table to the right illustrates these successful teaming relationships. References for these projects are included in [Appendix H](#).*

**NCDOT | Monroe Bypass Design-Build | Union County, NC (2013 - 2020)**

<b>Description</b>	\$464M, 19.7 mile toll freeway on new location, including 8 interchanges and 37 bridges
<b>Teaming &amp; Collaboration</b>	<b>United:</b> Lead Contractor for the entire project. <b>Reeves:</b> Segment Lead on Segment 1; Bridge Contractor on Segments 2 and 3; scope for segments 1, 2, and 3 included a directional Interchange connection with existing US 74 and US 74 Bypass, 14 bridges, 2 miles of freeway mainline and frontage roads (\$32M) <b>RK&amp;K:</b> Lead Designer for the entire project
<b>Team Members</b>	<b>United:</b> Jim Triplett, Michael Gantt <b>Reeves:</b> Smitty Helms, Baxter McLean <b>RK&amp;K:</b> Keith Skinner, David Peterson, Tina Swiezy, Byron Holden, Gary Taylor, Stuart Samberg
<b>References</b>	<b>Construction:</b> Summit, Rob Cousins, 540.320.6428, <a href="mailto:rob.cousins@summitde.net">rob.cousins@summitde.net</a> <b>Design:</b> NCDOT, Malcolm Watson, PE, 919.707.6614, <a href="mailto:mcwatson@ncdot.gov">mcwatson@ncdot.gov</a>

**SCDOT | Closed and Load Restricted Bridge Design-Build Package, 2020-1 | District 2 (2020 - 2023)**

<b>Description</b>	\$18M, 16 individual design-build bridge replacements, requiring compressed design and construction schedules.
<b>Status:</b>	Construction at 12 bridge sites is complete, with four more under construction. Three of the bridges are scheduled for completion by the end of 2022, with the final bridge completed in March 2023. Design is complete.
<b>Teaming &amp; Collaboration</b>	<b>Reeves:</b> Prime contractor for bridge work, grading, paving, drainage. <b>RK&amp;K:</b> Lead Designer Collaborating throughout pursuit, design and construction.
<b>Team Members</b>	<b>Reeves:</b> Smitty Helms, Ron Barger, Marvin Leatherwood, David Rhodes <b>RK&amp;K:</b> David Peterson, Chris Jordan, Randall Mungo, Kelly Hawkins, Ricky Ward, Gary Taylor, Justin Lyles, James Galgano
<b>References</b>	<b>Construction:</b> SCDOT, Jeremy Hodges, 864.889.8031, <a href="mailto:hodgesjt@scdot.org">hodgesjt@scdot.org</a> <b>Design:</b> SCDOT, Brad Reynolds, PE, 803.737.1440, <a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>

**SCDOT | Act 98 Bridge Replacements Package B - Aiken & Bamberg Counties | District 7 (2015-2016)**

<b>Description</b>	\$4M, 3 bridge replacements over Hollow Creek, McTier Creek and Little Salkehatchie.
<b>Teaming &amp; Collaboration</b>	<b>United:</b> Prime contractor. <b>Reeves:</b> Subcontractor for asphalt paving.
<b>Status:</b>	Construction is complete
<b>Team Members</b>	<b>United:</b> Jim Triplett <b>Reeves:</b> Rob Loar
<b>References</b>	<b>Construction:</b> SCDOT, Brian Heape, PE, 803.531.6850, <a href="mailto:heapebw@scdot.org">heapebw@scdot.org</a>

**SCDOT | Closed and Load Restricted Bridge Design-Build Package, 2021-1 | District 4 (2021 - 2023)**

<b>Description</b>	\$14.9M, 8 individual design-build bridge replacements, requiring compressed design and construction schedules.
<b>Teaming &amp; Collaboration</b>	<b>Reeves:</b> Prime contractor for bridge work, grading, paving, drainage. <b>RK&amp;K:</b> Lead Designer Collaborating throughout pursuit, design and construction.
<b>Team Members</b>	<b>Reeves:</b> Smitty Helms, David Rhodes <b>RK&amp;K:</b> David Peterson, Chris Jordan, Randall Mungo, Kelly Hawkins, Ricky Ward, Gary Taylor, Justin Lyles, James Galgano
<b>References</b>	<b>Construction:</b> SCDOT, Mark W. Mathis, 864.490.3233, <a href="mailto:mathismw@scdot.org">mathismw@scdot.org</a> <b>Design:</b> SCDOT, Michael Pitts, PE, 803.737.2566, <a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>



**3.3.2 Project Resources, Strategies, and Execution** | The below table outlines our team's understanding and approach to this important project and associated challenges for each bridge site identified in the RFP.

<b>S-765</b>	<b>CHALLENGES</b>	Site bounded by wetlands on both sides
		Driveway to private residence near end of proposed bridge location
		Raising grade is likely at this location, Hydraulic analysis will dictate exact elevation
	<b>APPROACH</b>	Stream bank appears unstable
		Overhanging tree canopy for most of site
		Not near proximity to asphalt plants
<b>S-108</b>	<b>CHALLENGES</b>	Minimize footprint utilizing guardrail and steeper slopes
		Work closely with property owner to maintain access to property during construction, and to make sure PO has input on new driveway location after construction is complete
		Careful attention to clearing limits to address all clearing needs
<b>S-108</b>	<b>CHALLENGES</b>	Use local subcontractor for asphalt if more cost effective
		Apparent routine utility relocations for low volume bridge replacement
		Jurisdictional Ditch 1 to west of Outen Street
	<b>APPROACH</b>	Necessary hydraulic opening
		No near proximity to asphalt plants
		Significant excavation needed for hydraulic opening
<b>S-108</b>	<b>APPROACH</b>	Aggressively manage utility coordination early and often
		Evaluate excavation for embankment suitability to reduce borrow requirements
		Use local subcontractor for asphalt if more cost effective

<b>S-294</b>	<b>CHALLENGES</b>	Geographic outlier, isolated location
		Requires site specific management and resource allocation
		Not near proximity to asphalt plants
		Starr-Iva Water line is ACT 36 eligible
		Field driveways in close proximity
<b>S-294</b>	<b>APPROACH</b>	Clear site prior to full mobilization
		Use local subcontractor for asphalt if more cost effective
		Design to avoid Starr-Iva Water line
<b>S-53</b>	<b>CHALLENGES</b>	Ensure field driveways are captured in survey files and maintain access for POs
		Does not qualify for Low Volume Criteria
		Wider footprint potentially leads to larger impacts
	<b>APPROACH</b>	Wetlands on north side of road could be impacted from fill
		Streams parallel to roadway on SE and SW corners of bridge
		Bounded on both sides by underground utilities
<b>S-53</b>	<b>APPROACH</b>	Horizontal alignment of roadway causes superelevation on bridge
		Design first, build last. This will allow the time needed to acquire permits and ROW and execute utility relocations.
		Site schedule will be condensed and seasonally targeted to minimize erosion and environmental exposure
		Start Utility Coordination early in the process and provide early plans to Utility providers
		Mobilization and staging costs will be reduced due to proximity to UIG Operations Office headquarters (5 miles)
<b>S-53</b>	<b>APPROACH</b>	Reeves Asphalt plant only 31 miles from site, self performance adds schedule certainty



## Capacity and Available Resources

United-Reeves JV has both the financial and resource strength (manpower, equipment, and materials) to complete this contract without any limitations due to current obligations or market conditions. The **table below** illustrates our Team's extensive amount of resources and equipment that can be used on this project.

TEAM CAPACITY, AVAILABLE RESOURCES and STRATEGY FOR IMPLEMENTATION		
	UNITED  REEVES	RK&K
<b>Capacity</b>	<ul style="list-style-type: none"> <li>▪ (🚧) 300+ and (👤) 350+ full-time employees within 1 hour of Package 15</li> <li>▪ (🚧) 550+ and (👤) 1,000+ employees company-wide</li> <li>▪ (👤) Duncan-based HQ, just 90 minutes from all sites</li> <li>▪ (🚧👤) Combined United and Reeves equipment fleets including R/T cranes, crawler cranes, pile hammers, deck screeds, dozers, excavators, asphalt pavers</li> <li>▪ (👤) 3 asphalt plants and a quarry in District 4 among 7 asphalt plants upstate</li> </ul>	<ul style="list-style-type: none"> <li>▪ 400 staff in the Carolinas, 1,475+ firm-wide</li> <li>▪ 18-person South Carolina design staff</li> <li>▪ Key Team members in Columbia and Raleigh</li> <li>▪ 238 D-B bridges in the Carolinas, including 121 over water</li> <li>▪ \$2.5 billion in Design-Build awards as lead designer in the Carolinas</li> </ul>
<b>Strategies to Implement Available Resources</b>	<ul style="list-style-type: none"> <li>▪ Experienced Project Manager, Assistant Project Manager, Construction Manager, and up to four bridge superintendents and crews available when NTP is issued</li> <li>▪ Grading Superintendent and crew available when NTP is issued</li> <li>▪ Additional crews and equipment available, as needed</li> <li>▪ Use of local resources minimizes travel and optimizes costs</li> <li>▪ Pre-tie reinforcing steel, where possible, at a central location to control scheduling</li> <li>▪ Execute proven method for successfully delivering bridge replacement packages</li> <li>▪ Self-performing all primary elements of work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experienced Lead Design Engineer and Assistant Design Engineer</li> <li>▪ Staffing resources to commit multiple design teams to meet and accelerate the design schedule, as needed</li> <li>▪ Use of a fully refined design and QC process for delivering bridge replacement packages</li> <li>▪ Understanding of SCDOT design submittal/review process, policies, and procedures</li> <li>▪ Experienced right-of-way, utility coordination, and environmental/permitting partners</li> <li>▪ Self-performing all critical design functions, with ability to provide all design requirements</li> </ul>
<b>Self-Perform</b>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  UNITED  <ul style="list-style-type: none"> <li>▪ Demolition ▪ Bridge Construction ▪ Earthwork and Grading</li> <li>▪ Drainage ▪ Traffic Control</li> </ul> </div> <div style="width: 45%;">  REEVES  <ul style="list-style-type: none"> <li>▪ Demolition ▪ Bridge Construction ▪ Earthwork and Grading</li> <li>▪ Drainage ▪ Paving ▪ Traffic Control</li> </ul> </div> </div>	<ul style="list-style-type: none"> <li>▪ Bridge/seismic design ▪ Geotechnical ▪ Roadway ▪ Hydraulic design ▪ Work zone traffic control ▪ Signing and pavement markings</li> </ul>

**Strategy for Implementation of Resources** | United and Reeves’ vision of this Joint Venture is to create a sole entity that is well prepared and maintains the resources and availability to successfully execute and deliver this and future bridge packages. For each individual package, a specific management team from the resources of United and Reeves will focus on efficient, on-time, and cost-effective project delivery. Specific sites will be “assigned” to a United or Reeves bridge crew for execution. This strategy enhances the opportunity for accelerated completion with each entity of the JV maintaining multiple crews for mobilization as shown on the table on page 8. This also maximizes efficiency by maintaining extensive resources and expertise to execute multiple sites concurrently. United-



Reeves JV will utilize common suppliers and subcontractors to simplify coordination efforts and maximize economy of scale.

Our strategy for Bridge Package 15 is a culmination of the site assessments on Page 6 and the availability of resources shown on the map below. From our previous experience on bridge packages, we know we can efficiently design all four structures of this package concurrently. It is our intention to commence work on all 4 sites upon RFC drawings, however we do recognize that site S-53 may have a later start due to the challenges of non-low volume criteria, environmental impacts and utility relocations. Despite these challenges, site S-53 does provide the opportunity to efficiently utilize multiple crews which our Team will do to expedite project delivery.

Our Team proposes the personnel resources assignments shown in the table below, based upon capability, availability, and proximity. This staffing plan will be refined further during project preconstruction. Our strategy is to maintain ultimate flexibility with the massive amount of resources available as shown in the table and map on the right, to provide the greatest economic and schedule advantage for our Bridge Package 15 proposal.

**Ideal Geographical Location** | As local contractors, United and Reeves have maintained a long-term presence in the Midlands and Upstate. As illustrated by the map on the right, these bridge sites, with the exception of Anderson, are centrally located to our bridge offices in Great Falls and Blacksburg. S-53 over Little Rocky Creek in Chester County is a mere five miles from United’s Great Falls Operations office providing an excellent location from which to manage the entire project. Reeves has performed a significant amount of asphalt paving near these sites with asphalt producing facilities within one hour of each bridge site. Familiarity with the region and the ability to self-perform the asphalt paving will be key to successful project



delivery. The locations of our Team’s offices and resources allows us to seamlessly integrate, communicate and resolve challenges as a partner with SCDOT through meetings at any of our SC offices, SCDOT headquarters, District 4 offices, or any bridge site with same-day notice. We can also address RFI’s and attend all project

Bridge Package 15 Crew Member Proximity					
Bridge Site	Foreman	Proximity (Miles)	Bridge Site	Foreman	Proximity (Miles)
S-294	Aaron Mcoy	45 Miles	S-108	Bobby Edwards	35 Miles
S-294	Jay Royer	66 Miles	S-108	Todd Umbenhauer	42 Miles
S-53	Albert Watts	15 Miles	S-765	David Covin	60 Miles
S-53	Connor Coleman	46 Miles	S-765	Javonte Truesdale	21 Miles



meetings (design and construction) with same-day notice. For situations requiring immediate attention, we can leverage the many collaborative tools our team has successfully used during this pursuit and other project efforts.

**3.4 EXPERIENCE OF KEY INDIVIDUALS** ■ 3.4.1 - Licensed ■ 3.4.2 - Roles ■ 3.4.3 - Resumes ([Appendix A](#))

**3.4.4 - Project Management Team**



**DUANE EDDIE LIGHTSEY** | PROJECT MANAGER ([Duane's Resume](#))

- Brings 41-years of experience to all construction activities, work planning, field personnel supervision, subcontractor and supplier coordination, determining equipment needs, and safety policy implementation on his assigned projects as well as assisting with quality control, scheduling, cost control, and project administration
- Managed numerous contracts, including single bridge replacement and multi-structure contracts by both design-build and design-bid-build
- Maintains a hands-on approach to construction management which facilitates keeping the projects on schedule, on budget, and safe with a very high level of quality



**FELIPE PETZOLD GARCIA ROSA, PE** | ASSISTANT PROJECT MANAGER ([Felipe's Resume](#))

- Eight years of hands-on construction experience involving bridge projects over creeks, rivers, roads, and interstates, as well as major interchanges
- Has been a vital member of the project teams in successfully completing them on budget and schedule, with no significant safety or quality issue
- Rosa has experience in contract deliverables, scheduling, managing subcontractors/suppliers, cost control engineering, equipment and rigging selection and load calculations, client correspondence, and design-build coordination

**3.4.5 - Design Engineering Team**



**CHRISTOPHER ERIC JORDAN, PE, DBIA** | LEAD DESIGN ENGINEER ([Chris' Resume](#))

- 30 years of SCDOT project and program management, including numerous bridge replacement projects throughout the upstate
- Assistant Design Engineer for 24 design-build bridge replacement projects in Districts 2 and 4
- Thoroughly versed in SCDOT's design submittal process and design procedures and requirements

**3.4.6 - Construction Management Team**



**GREGORIO JUNIOR ARIAS** | CONSTRUCTION MANAGER ([Gregorio's Resume](#))

- Six years of progressive construction experience executing construction projects by organizing, planning, and overseeing the project.
- Design-Build experience managing construction projects with multiple crews and subcontractors
- Completes quality inspections and supervises all project members, including staff and sub-contractors
- Works closely with the Project and Construction Managers to ensure timely material deliveries to stay on track with the construction schedule and is responsible for scheduling, supervising, monitoring all field personnel, including subcontractors, ensuring job site safety by enforcing safety standards and regulations

**3.5 PAST PERFORMANCE OF TEAM 3.5.1 Experience of Proposer's Team** | Our Team brings to this Project extensive experience designing and

constructing similar bridge replacement projects and packages. In addition to the project examples provided in the [Appendix B Lead Contractor and Lead Designer](#)

[Work History and Quality Forms](#), the table on the following page further demonstrates our Team's qualifications to manage, design, and construct these Bridge

Package 15 bridges.



*As individual firms and as a Team, we bring to SCDOT and Districts 2 and 4 extensive experience designing and constructing similar bridge replacement projects.*

Project	Project Features	Delivery Method	Bridges/Bridge Replacements	Cored Slab/Box Beam	On Time (E=Expedited)	On Budget	Multiple Crews	Demolition	Detours	Const. Mgmt..	Design Mgmt.	Roadway	Structures	Geotechnical	Drainage/E&SC	Traffic/MOT	Right-of-way	Utilities	Enviro./Permits	Public Involve.	Wearing Surface C=Concrete A=Asphalt	
<b>Monroe Bypass D-B, Mecklenburg and Union Counties, NC (\$464M), Reeves - (\$32M)</b>	19.7 miles, 37 bridges (Reeves - 14 bridges)	D-B	37		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	C
<b>Act 98 Bridge Replacements Package B - Aiken and Bamberg Counties (\$2.5M)</b>	Low volume bridge replacements	DBB	3	✓	E	✓	✓	✓	✓	✓			✓	✓	✓	✓		✓				A
<b>SCDOT Closed &amp; Restricted Bridge Package 2021-1 D-B (\$14.9M)</b>	8 D-B bridge replacements	D-B	8	✓	E	Under Const.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	A
<b>SCDOT Closed &amp; Restricted Bridge Package 2020-1 D-B (\$18M)</b>	16 D-B bridge replacements	D-B	16	✓	E	Under Const.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	A&C
<b>Bridge Replacement Package D, Colleton, Charleston, Jasper (\$9.5M)</b>	5 D-B bridge replacements	D-B	5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	A
<b>Bridge Replacement Package 4- Kershaw, Richland and Williamsburg Counties (\$11.7M)</b>	4 D-B bridge replacements	D-B	4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	A&C
<b>Emergency Bridge Package 2018-1, Dillon &amp; Orangeburg (\$8.7M)</b>	2 D-B bridge replacements	D-B	2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	A&C
<b>NC 133 over ICWW, Brunswick Co., NC (\$15.8M)</b>	Bridge rehabilitation, remove and replace 28 cored slab spans	DBB	1	✓	E	✓	✓	✓	✓	✓		✓	✓		✓	✓		✓				C
<b>26 NCDOT D-B Projects (\$2.4B), including 70 Low Volume bridges (9 contracts, \$61M)</b>	Lead Designer, multi-discipline services	D-B	213	✓	E	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	A&C
<b>&gt;50 NCDOT DBB bridge replacements</b>	On-call/direct select bridge projects	DBB	50	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	A&C

### 3.5.2 Quality of Past Performance

As award winning firms, we are committed to being responsible partners with the stakeholders and are prepared to provide a quality product in a timely manner.

Neither United, Reeves, or any individuals or firms have been suspended, debarred, disqualified from bidding, or declared ineligible within the last five years.

**CarolinanAGC**  
"Best General Contractor"  
"Best Heavy Highway"

**CAGC Pinnacle Award**  
I-77 over Catawba River

**Experience Modification Rating (EMR)**  
   
.77 .51

**ACEC Engineering Excellence Awards**  
NCDOT Triangle Parkway D-B  
NCDOT I-40 Widening D-B  
NCDOT Macy Grove Road D-B  
NCDOT I-73 / PTI D-B

**94**  
Technical Score  
SCDOT's Closed and Load Restricted Bridge D-B Package 2021-1

**DBIA National Merit Award**  
US 15 Over Indian Field Swamp



# Appendix A

## Key Individual Resume Forms



A COLAS COMPANY



KEY INDIVIDUAL RESUME FORM

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

a. Name & Title:

**Duane Eddie Lightsey, Construction Manager**

b. Role of Key Individual for this Project:

**Project Manager**

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

**United Infrastructure Group, Inc.**



d. Years of Experience: With this Firm 41 Years With Other Firms 0 Years

**Employment History:**

**United Infrastructure Group, Inc** Construction Manager / General Superintendent – Mr. Lightsey is responsible for all construction activities, work planning, field personnel supervision, subcontractor and supplier coordination, determining equipment needs, and safety policy implementation on his assigned projects as well as assisting with quality control, scheduling, cost control, and project administration. Mr. Lightsey integrally works with the project manager, engineers, and administrators in all regards. He remains very hands-on in his approach to construction management which facilitates keeping the projects on schedule, on budget, and safe with a very high level of quality (1981-Present).

e. Education: High School Graduate

f. Active Registrations: OSHA 30 hour 9/7/21, Rigger Level I & II #2103202927, Telecommunications Tower Rigger Level I #2103202927; Signal Person #2103202927

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

**SCDOT I-85 over Rocky Creek, Greenville County, SC**

**Key Personnel Role:** Construction Manager  
**Experience with Current Firm:** United Infrastructure Group  
**Project/Assignment Duration:** Project: 2020-2023, Assigned: 2021-2023  
**Owner Contact Information:** SCDOT, Kimberly Bishop, [bishopka@scdot.org](mailto:bishopka@scdot.org), (864) 270-6898  
**Design/Construction Value:** \$30 Million



**Project Description:** Replace the existing hydraulically deficient 8' x 10' four-barrel culvert at Rocky Creek with a new 110' single-span bridge on I-85 in Greenville County, add auxiliary lanes for the Pelham Road interchange, and widen I-85 for a future fourth lane in each direction. He is also responsible for erosion control and all general sites conditions as well as coordinates traffic control, quality control, and many other aspects of the project. Mr. Lightsey is responsible for all aspects of the road and bridge construction and assists the project manager and engineer to implement the engineered work plans and best management practices to complete the project.



**SCDOT I-77 Catawba River Bridge Emergency Replacement, York County, SC**

**Key Personnel Role:** Construction Manager  
**Experience with Current Firm:** United Infrastructure Group  
**Project/Assignment Duration:** Project: May 2021/416 hours, Assigned: May 2021/416 Hours  
**Owner Contact Information:** SCDOT, Jared Bragg, [braggjk@scdot.org](mailto:braggjk@scdot.org), (803) 324-3545  
**Design/Construction Value:** \$13 Million

**Project Description:** Remove and replace 50,000 square feet of concrete deck on the 1075' long SBL bridge carrying I-77 over the Catawba in just 416 hours (17 days) with a dedicated team of 300 crew members and over 50 pieces of equipment. The work included hydro and conventional demolition of the concrete deck followed immediately with installation of 50,000 square feet of permanent metal forms, 400,000 pounds of rebar, and 1,450 cubic yards of concrete, plus expansion joints and barrier rails. The project was completed in just 360 hours. Mr. Lightsey was heavily involved in the development of means/methods, equipment selections, work plans, schedules, logistics, etc. He implemented the work plans with hourly instruction and guidance to superintendents, foremen, and the entire workforce to ensure all work remained on schedule which was monitored/updated every 12 hours and re-published as well as maintaining safety and quality awareness during this challenging project.



**SCDOT US-21 over Harbor River Bridge Replacement, Beaufort County, SC**

**Key Personnel Role:** Construction Manager  
**Experience with Current Firm:** United Infrastructure Group  
**Project/Assignment Duration:** Project: 2018-2021, Assigned: 2018-2021  
**Owner Contact Information:** SCDOT, Sarah Gaffney, [gaffneysh@scdot.org](mailto:gaffneysh@scdot.org), (843) 514-9847  
**Design/Construction Value:** \$55 Million



**Project Description:** Construction of a new high-level fixed-span bridge and removal of existing swing-span bridge along US 21 (Sea Island Parkway) over the Harbor River in Beaufort County, SC. The replacement bridge is 3,340' long x 47.25' wide with two 12' lanes, 10' shoulders, and 90' of horizontal and 65' vertical clearance for river navigation. The spans over tidal marshes include 24" square prestressed concrete piles with footing/column/cap substructures supporting continuous Florida BT-78 prestressed concrete beams (167.5' for each span) with concrete and steel diaphragms, and cast-in-place concrete decks. The spans over the tidal waterway and navigable channel are founded on 96" diameter drilled shafts with column and cap substructures supporting continuous Florida BT-78 prestressed concrete beams (167.5' long) with steel and concrete diaphragms, and cast-in-place concrete decks. Portions of the approach roadways are supported by platforms of timber piles, fabric, and stone with earthquake drains and reinforced soil slopes. Sectional barges were utilized for construction access causeway and floating platforms for cranes, drill rigs, and materials. This construction access approach allowed three construction headings to work simultaneously with a continuous supply of material to facilitate completion within an aggressive schedule. Mr. Lightsey managed all construction with a focus on the bridge and worked integrally with the project manager/engineers in scheduling resources and managing vendors. He was on-site daily providing direction to superintendents, field engineers, foremen, and subcontractors, as well as making sure the fleet of bridge equipment was maintained properly. His diligent efforts and long hours facilitated the early completion of this DBIA winning project.



**GDOT SR-204 Spur (Diamond Causeway) over Skidaway Narrows, Chatham County, GA**

**Key Personnel Role:** Construction Manager  
**Experience with Current Firm:** United Infrastructure Group  
**Project/Assignment Duration:** Project: 2010-2013, Assigned: 2010-2013  
**Owner Contact Information:** GDOT, Andrew Hoenig, [ahoenig@dot.ga.gov](mailto:ahoenig@dot.ga.gov), (404) 631-1757  
**Design/Construction Value:** \$22 Million



**Project Description:** This \$22 million project involved 1.25 miles of roadway construction and included the replacement of an existing 2-lane bascule bridge over the Skidaway Narrows/Intracoastal Waterway, with a new high-level, 2-lane bridge and approaches. The new bridge is 2,160 LF in length, a total of 90,540 SF, and project consisted of 84,570 CY of Embankment, 85,525 CY of Mitigation earthwork, 9,004 SF of MSE wall, 13,141 SF of TSE Wall, and 5,057 tons of asphalt. United led the Design-Build Team and provided the contractual relationship with GDOT, in addition to being responsible for all construction services, including roadway, maintenance of traffic, bridge and wall construction, drainage, erosion and sediment control, and grading. Mr. Lightsey served as Project and Construction Manager for this design-build project and was the primary liaison with the owner. He managed all aspects of the project, including hands-on management of construction operations in this marine environment. He managed all subcontractors, suppliers, enforced safety policies, coordinated with locals, and overcame many challenges.



**Beaufort County SC-802 Bridge over Beaufort River, Beaufort County, SC**

**Key Personnel Role:** Construction Manager  
**Experience with Current Firm:** United Infrastructure Group  
**Project/Assignment Duration:** Project: 2009-2011, Assigned: 2009-2011  
**Owner Contact Information:** Beaufort County, Rob McFee (retired), [robsamm@hargray.com](mailto:robsamm@hargray.com), (843) 929-6854  
**Design/Construction Value:** \$35 Million

**Project Description:** Construction of a new 4211' long by 46'-6" wide bridge parallel to the existing McTeer Bridge. The bridge spans over tidal marshes and the Beaufort River (Intracoastal Waterway). The new approach and main spans consist of multiple continuous units of Modified BT-79 and BT-96 girders with a cast-in place-concrete deck totaling 3161 feet in length. These continuous units are supported by column/shaft bents and hammerhead piers founded on a waterline footing with multiple shafts groups. The column/shaft bents use 84" diameter shafts while the main piers have groups of 60" diameter shafts. The remaining 1050' of bridge consists of multiple units of continuous flat slab spans supported by prestressed 20" and 24" square concrete pile bents. Portions of the existing fender and navigational lights systems were also replaced. On the Port Royal end of the bridge, there are three separate metal sound barrier walls totaling approximately 14,000 SF. Mr. Lightsey was responsible for all aspects of the bridge construction including scheduling crews, equipment, and deliveries of materials as well as meeting environmental commitments. He provide daily direction to the workforce along with work plans and safety briefings. He completed the project on schedule and within budget without any significant issues or complaints.



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

**KEY INDIVIDUAL RESUME FORM**

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

a. Name & Title:  
**Felipe Petzold Garcia Rosa, Project Engineer**



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

c. Name of Firm with which you are now associated:  
**United Infrastructure Group, Inc.**



d. Years of Experience: With this Firm 8 Years With Other Firms 0 Years

**Employment History:**

**United Infrastructure Group, Inc.** Project Engineer – Mr. Rosa has 8 years of hands-on construction experience on major highway projects, including bridge construction over creeks, rivers, roads, and interstates. He has been a vital member of project teams and successfully completed the projects on budget and schedule, with no significant safety or quality issues. Mr. Rosa has experience in contract deliverables, scheduling, managing subcontractors/suppliers, cost control engineering, equipment and rigging selection and load calculations, client correspondence, and design-build coordination. (2014-Present)

e. Education:  
**Youngstown State University / Youngstown, OH / Bachelor of Science / May 2014 / Civil Engineering**

f. Active Registrations:  
**2019 / North Carolina / Professional Engineer / 048873**  
**2020 / South Carolina / Professional Engineer / 38310**

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

**I-77 Panther Interchange – York, SC**

**Key Personnel Role:** Project Engineer  
**Experience with Current Firm:** United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2021-2023 / Assigned 2021-2023  
**Owner Contact Information:** SCDOT, Jared Bragg, PE, [Braggjk@scdot.org](mailto:Braggjk@scdot.org), (803) 448-5876  
**Design/Construction Value:** \$48 Million



**Project Description:** United is the manager and a 60% member of this integrated joint venture with Blythe Development Company for this project to construct a new interchange on I-77 in Rock Hill, SC. United joined forces with Blythe to self-perform all major scopes of work, including drainage, grading, bridges, and asphalt paving. The interchange project scope includes 600,000 CY of embankment for new ramps and overpass alignments, 2 bridges including a 214' single span steel structure over I-77, as well as 46,400 SF of MSE walls, 9,700 LF of storm drainage, and 70,000 tons of asphalt. Prior to award of the project, United-Blythe was asked to evaluate and incorporate an alternative technical concept from another proposing team which saved the SCDOT \$6M in right-of-way acquisition. The project has an accelerated schedule and the notice to proceed was issued on January 29, 2021, with a contract substantial completion date of May 1, 2023. Mr. Rosa is a vital member of the Joint Venture team; he oversees the management and construction of all work, including structures. His responsibilities are to ensure that the project is on budget and on schedule, while coordinating roadway and bridge construction. He is also responsible for managing multiple subcontractors and suppliers, creating and updating project schedules, and assisting with project management. He communicates regularly with the DBPM, design engineer, owner, and field personnel.

**US-21 over Harbor River Bridge Replacement – Beaufort County, SC**

**Key Personnel Role:** Project Engineer  
**Experience with Current Firm:** United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2018-2021 / Assigned 2018-2021  
**Owner Contact Information:** SCDOT, Sarah Gaffney, PE, [GaffneySH@scdot.org](mailto:GaffneySH@scdot.org), (843) 514-9847  
**Design/Construction Value:** \$55 Million



**Project Description:** Construction of a new high-level fixed-span bridge and removal of existing swing-span bridge along US 21 (Sea Island Parkway) over the Harbor River in Beaufort County, SC. The replacement bridge is 3,340' long with two 12' lanes and 10' shoulders, and has a river navigation channel with 90' of horizontal and 65' of vertical clearance. The spans over tidal marshes consist of 24" square prestressed concrete piles with footing/column/cap substructures supporting continuous 168'-long Florida BT-78 prestressed concrete beams. The spans over the tidal waterway and navigable channel are founded on 96" diameter drilled shafts with column and cap substructures supporting continuous 168'-long Florida BT-78 prestressed concrete beams. Portions of the approach roadways are supported by platforms of timber piles, fabric, and stone, using earthquake drains and reinforced soil slopes. Sectional barges were utilized for construction access causeway and floating platforms for cranes, drill rigs, and materials. This construction access approach allowed three construction headings to work simultaneously with a continuous supply of material to facilitate completion within an aggressive schedule. This project was completed ahead of schedule and on budget, with no significant safety or quality issues, and no disputes or claims. Mr. Rosa was responsible for keeping the project on budget and on schedule, while coordinating roadway and bridge construction. He was also responsible for managing



multiple subcontractors and suppliers, creating and updating project schedules, and assisting with project management. He communicated regularly with the DBPM, design engineer, owner, and field personnel.

**Monroe Expressway – Mecklenburg and Union Counties, NC**

**Key Personnel Role:** Structures Construction Engineer  
**Experience with Current Firm:** United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2014-2018 / Assigned 2015-2018  
**Owner Contact Information:** NCDOT/NCTA, Rick Baucom, PE, [RWBaucom@ncdot.gov](mailto:RWBaucom@ncdot.gov), (704) 289-7905  
**Design/Construction Value:** \$472 Million



**Project Description:** United was the Manager and a 33.34% Member of this integrated joint venture with Boggs Contracting and Anderson Columbia Co. United provided 90% of the 33-person project management team and was responsible for managing and constructing the overall project. This new four-lane controlled-access toll road extends 20 miles from US 74 near I-485 in Mecklenburg County to US 74 near Marshville in Union County, NC. It included construction of eight new interchanges and the reconstruction of a section of US 74 to an elevated 6-lane freeway. Extensive third-party utility and ROW coordination challenges were overcome to complete the project. Along US 74, near I-485, utility and ROW conflicts resulted in a 1.5-mile elevated and bridge-supported section that was 30% of the total project cost. The project scope included more than 5M CY of excavation, 160,000 SF of noise walls, 24 MSE walls totaling 312,000 SF, 760,000 tons of asphalt, 26 new bridges, 5 box culverts, ORT tolling gantries and equipment, ITS, extensive utility relocation, and a comprehensive architectural and aesthetic design package. Mr. Rosa was a vital member of the Structures Team, which oversaw the management and construction of all the bridges, culverts, noise walls, MSE walls, and foundations for toll facilities and aesthetic sign structures. His responsibilities were to ensure that the construction was on budget and on schedule, while also being compliant to the RFC Plans and design specifications. He was also responsible for managing multiple subcontractors and suppliers, creating and updating project schedules, and assisting with project management.



**Northside & Future Dr – Charleston County, SC**

**Key Personnel Role:** Field Engineer  
**Experience with Current Firm:** United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2013-2015 / Assigned 2014-2015  
**Owner Contact Information:** Charleston County, Steve Thigpen, PE, [SThigpen@charestoncounty.org](mailto:SThigpen@charestoncounty.org), (843) 202-6146  
**Design/Construction Value:** \$37 Million



**Project Description:** United was the structures subcontractor for this major project that connects US-78 to Palmetto Commerce Parkway, Northside Drive, Ashley Phosphate Road. The project included three new 4-lane roads, each with a multi-use path and sidewalk, three major bridges, and multiple bottomless arch culverts. The roadway embankments included a structural fill of more than 20' to support the bridge spanning Norfolk Southern Railroad (NSR). The project included bridges over NSR, Blue House Swamp, several streams, and environmentally sensitive areas. The bridge over NSR was 820' long and was completed with no issues or delays, due to close coordination between the BCC/UIG team and NSR. The bridges included a variety of foundation types, including H-pile, pipe pile, and drilled shafts, all in the Cooper Marl formation. The project scope included 400,000 CY of borrow, 160,000 CY of excavation, 20,000 LF of pipe, 50,000 TN of asphalt, 50,000 LF of curb, 26,000 SY of sidewalk, and 110,000 SF of bridges. Mr. Rosa assisted the construction by ensuring that the work was completed safely, on schedule, on budget and without quality issues. Additionally, he performed numerous quantity take-offs, updated schedules, and assisted in management of bridge construction.



- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. Mr. Rosa is currently the Project Engineer for the Design-Build I-77 Panthers Interchange Project in York County, and will be available for Bridge Package 15 on April 1, 2023.

**KEY INDIVIDUAL RESUME FORM**

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title: <b>Christopher Eric Jordan, PE, DBIA Senior Project Delivery Leader</b>	
b. Role of Key Individual for this Project: <b>Lead Design Engineer</b>	
c. Name of Firm with which you are now associated: <b>Rommel, Klepper, &amp; Kahl, LLP</b>	
d. Years of Experience: With this Firm <u>4</u> Years      With Other Firms <u>26</u> Years	
<p><b>RK&amp;K:</b> Senior Project Delivery Manager – Manages and directs RK&amp;K’s Columbia, SC office and operations. This includes the oversight of various traditional design-bid-build and design-build transportation projects. He provides management, coordination and collaboration of in-house experts specializing in roadway, structural, and hydrology design.</p> <p><b>SCDOT, Program Manager</b> – Responsible for all engineering projects within Upper Savannah COG and ANATS MPO, 2014 to 2018</p> <p><b>SCDOT, C Program Manager</b> – Responsible for overseeing C Projects as assigned, 2007 to 2014</p> <p><b>SCDOT, Road Design Assoc. Eng.</b> – Responsible for roadway design duties as assigned, 1997 to 2007</p>	
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): University of South Carolina / Columbia, South Carolina / Bachelor of Science / 2009 / Civil Engineering	
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2013 / SC / Civil / 31177; 2018 / NC / Civil / 046745; 2019 / GA / Civil / PE044590; 2022 / TN / Civil / 126913; 2022 / MS / Civil / 33158; 2022 / DBIA Professional	
g. Document the extent and depth of your experience and qualifications relevant to the Project.	
<b><u>SCDOT Closed and Load Restricted Bridge Design-Build Package 2021-1, District 4 - Cherokee, Chester, Fairfield, and Union Counties, SC</u></b>	
<b>Key Personnel Role:</b>	Assistant Design Manager
<b>Experience with Current Firm:</b>	Yes, RK&K
<b>Project/Assignment Duration:</b>	Project 2021-2024, Assigned 2021-2024
<b>Owner Contact Information:</b>	SCDOT, Michael Pitts, <a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a> , (803) 737-2566
<b>Design/Construction Value:</b>	\$15 Million
<b>Project Description:</b> As Lead Designer for Reeves (Sloan), RK&K is designing <b>eight individual design-build bridge replacements</b> . The scope required to replace the existing bridges includes design efforts from our roadway, bridge, hydrology, and geotechnical staff. RK&K manages the subconsultants in charge of utility coordination, right-of-way, surveys, and permitting.	
As Assistant Design Manager, Chris is responsible for all aspects of design under the guidance of the Lead Design Engineer (LDE). While keeping within the requirements of the project, the LDE has entrusted Chris with primary design management responsibilities. Chris’ knowledge of SCDOT practices and procedures, and his ability to coordinate the entire design staff are making the project progress smoothly and without incident. In addition to coordination with SCDOT, he provides leadership and oversight for a group of multi-discipline engineers and technical staff, is responsible for meeting all design submittal schedules, and incorporating client and contractor input into the design. He serves as the primary point of contact for design related activities, oversees the bi-weekly project design meetings, manages the subconsultants, and coordinates responses for all RFIs.	
<b><u>SCDOT Closed or Load Restricted Bridges Design-Build Package 2020-1, District 2, Abbeville, Greenwood, Laurens, McCormick, Newberry, and Saluda Counties, SC</u></b>	
<b>Key Personnel Role:</b>	Assistant Design Manager
<b>Experience with Current Firm:</b>	Yes, RK&K
<b>Project/Assignment Duration:</b>	Project: 2020-2023, Assigned: 2020-2023
<b>Owner Contact Information:</b>	SCDOT, Brad Reynolds, <a href="mailto:reynoldbs@scdot.org">reynoldbs@scdot.org</a> , (803) 737-1440
<b>Design/Construction Value:</b>	\$18 Million
<b>Project Description:</b> As Lead Designer for Reeves (Sloan), RK&K designed <b>16 individual design-build bridge replacements</b> . The scope required to replace the existing bridges included design efforts from our roadway, bridge, hydrology, and geotechnical staff. RK&K manages the subconsultants in charge of utility coordination, right-of-way, surveys, and permitting.	



As Assistant Design Manager, Chris is responsible for all aspects of design under the guidance of the Lead Design Engineer (LDE). While keeping within the requirements of the project, the LDE has entrusted Chris with primary design management responsibilities. Chris' knowledge of SCDOT practices and procedures, and his ability to coordinate the entire design staff have made the project progress smoothly and without incident. In addition to coordination with SCDOT, he provides leadership and oversight for a group of multi-discipline engineers and technical staff, is responsible for meeting all design submittal schedules, and incorporating client and contractor input into the design. He serves as the primary point of contact for design related activities, oversees the bi-weekly project design meetings, manages the subconsultants, and coordinates responses for all RFIs.

#### **SCDOT US 378 Bridge Replacement over Little River – McCormick County, SC**

**Key Personnel Role:** Program Manager  
**Experience with Current Firm:** No, SCDOT  
**Project/Assignment Duration:** Project: 2016-2018, Assigned: 2016-2018  
**Owner Contact Information:** SCDOT, Julie Barker, [barkerjp@scdot.org](mailto:barkerjp@scdot.org), (803) 737-1365  
**Design/Construction Value:** \$10.0 Million

**Project Description:** This project was to replace the US 378 bridge over the Little River arm of Lake Strom Thurmond in McCormick County. The existing 568' structure was replaced with a new 1,015' span with increased vertical clearance for recreational boating. The NEPA process dictated that the new design address a boat ramp adjacent to the bridge with a 4(f) permit; as mitigation for the permit, a new boat ramp and parking area was developed for SCDNR. This project incorporated the following design components; structure design, roadway design, hydraulic design, FEMA/Stream modeling, erosion control design, permitting, traffic control design, right-of-way services, survey, geotechnical investigation, utility design, and utility relocation coordination.

Chris' responsibility as Program Manager included managing the design consulting engineer through construction, ensuring permitting requirements were met, managing budgets, invoicing, and design reviews to ensure FHWA compliance on the project.

#### **SCDOT Berkeley Drive Pedestrian Bridge over US 123 – Pickens County, SC**

**Key Personnel Role:** Program Manager  
**Experience with Current Firm:** No, SCDOT  
**Project/Assignment Duration:** Project: 2016-2018, Assigned: 2016-2018  
**Owner Contact Information:** SCDOT, Julie Barker, [barkerjp@scdot.org](mailto:barkerjp@scdot.org), (803) 737-1365  
**Design/Construction Value:** \$1.5 Million

**Project Description:** The project constructed a new 2,000-foot-long multi-use path and new standalone, parallel pedestrian bridge along Berkeley Drive crossing over US 123. The new structure provided connectivity between the new Clemson Elementary School and the Country Walk subdivision. The project was constructed using a combination of Federal Transportation Alternative, City of Clemson, and Pickens CTC funding.

Chris' responsibility as Program Manager included managing the design consulting engineer through construction, ensuring permitting requirements were met, managing budgets, invoicing, and design reviews to ensure FHWA compliance on the project.

#### **SCDOT S-88 Bridge over Stevens Creek – Edgefield/McCormick Counties, SC**

**Key Personnel Role:** Program Manager  
**Experience with Current Firm:** No, SCDOT  
**Project/Assignment Duration:** Project: 2014-2016, Assigned: 2014-2016  
**Owner Contact Information:** SCDOT, John Caver, [caverja@scdot.org](mailto:caverja@scdot.org), (803) 737-1441  
**Design/Construction Value:** \$3.4 Million

**Project Description:** This project replaced the S-88 bridge over Stevens Creek on the Edgefield and McCormick County line. The existing 391' structure was replaced with a new 403' span on alignment with a local detour. This project incorporated the following design components; structure design, roadway design, hydraulic design, FEMA/Stream modeling, erosion control design, permitting, traffic control design for detour, right-of-way services, surveys, geotechnical investigation, and utility relocation coordination.

Chris' responsibility as Program Manager included managing the project through construction, ensuring permitting requirements were met, managing budgets, and schedules, and participating in design reviews to ensure FHWA compliance on the 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.

Chris is not required to be on-site during construction. However, he will attend all routine project meetings in person.

**KEY INDIVIDUAL RESUME FORM**

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

- a. Name & Title:  
**Gregorio Junior Arias, Structures Superintendent**
- b. Role of Key Individual for this Project:  
**Construction Manager**
- c. Name of Firm with which you are now associated:  
**United Infrastructure Group, Inc.**
- d. Years of Experience: With this Firm 1 Years      With Other Firms 5 Years



**Employment History:**

**United Infrastructure Group, Inc.** Structures Superintendent - Mr. Arias executes construction projects by organizing, planning, and overseeing project tasks. He completes quality inspections and supervise all project members, including staff and sub-contractors. He works closely with the Project and Construction Managers to ensure timely material deliveries to stay on track with the construction schedule and he is responsible for scheduling, supervising, monitoring all field personnel, including subcontractors, and he ensures jobsite safety by enforcing safety standards and regulations. (2021-Present)

**Lane Construction Corporation:** Forman/Assistant Superintendent - Mr. Arias provided overall on-site leadership and management for bridge construction on major highway projects. Mr. Arias was the main point of contact for bridge construction work and coordinated with the client's on-site representatives, inspectors, subcontractors, craft employees and company personnel. He planned, coordinated, and supervised on-site bridge work functions including scheduling, material control, and day-to-day direction of field personnel. (2016-2021)

- e. Education: High School Graduate
- f. Active Registrations: Rigger Level I
- g. Document the extent and depth of your experience and qualifications relevant to the Project.

**I-77 Panther Interchange - York, SC**

**Key Personnel Role:** Structures Superintendent  
**Experience with Current Firm:** United Infrastructure Group, Inc.  
**Project/Assignment Duration:** Project 2021-2023 / Assigned 2021-2023  
**Owner Contact Information:** SCDOT, Jared Bragg, PE, [Braggik@scdot.org](mailto:Braggik@scdot.org), (803) 448-5876  
**Design/Construction Value:** \$48 Million



**Project Description:** United is the manager and a 60% member of this integrated joint venture with Blythe Development Company on this new interchange project. United joined forces with Blythe to self-perform all major scopes of work, including drainage, grading, bridges, and asphalt paving. This interchange project scope includes 600,000 CY of embankment for new ramps and overpass alignments, 2 bridges including a 214' single span steel structure over I-77, as well as 46,400 SF of MSE walls, 9,700 LF of storm drainage, and 70,000 tons of asphalt. Prior to award of the project, United-Blythe was asked to evaluate and incorporate an alternative technical concept from another proposing team which saved the SCDOT \$6M in right-of-way acquisition. The project has an accelerated schedule and the notice to proceed was issued on January 29, 2021, with a contract substantial completion date of May 1, 2023. Mr. Arias is providing jobsite scheduling for crews and supervises all bridge-related subcontractors. He is also in charge of maintaining equipment and materials need to complete project.

**LC-X Bridge Project - Spartanburg, SC**

**Key Personnel Role:** Superintendent  
**Experience with Current Firm:** United Infrastructure Group, Inc. (Lead Engineer – ICE)  
**Project/Assignment Duration:** Project 2021-2022, Assigned 2021-2022  
**Owner Contact Information:** BMW Mfg, Jeremy Gilbert, [jeremy.gilbert@bmwmc.com](mailto:jeremy.gilbert@bmwmc.com), (864) 802-2433  
**Design/Construction Value:** \$14.9 Million



**Project Description:** The BMW project includes roadway, drainage, and two private bridges, one over Interstate 85 and one over Freeman Farm Road. The design and construction the two-lane road and bridges was performed in accordance with SCDOT Specifications in conjunction with BMW's criteria and subject to approval of SCDOT leadership. The project included a 210' simple span steel girder bridge over 8 lanes of I-85, a 100' simple span concrete girder bridge of Freeman Farm Road, 3,700 feet of new roadway, roadway lighting, landscaping, FTZ security fence, and utility installations and relocations (8" water main, telecom and fiber optic, sanitary sewer force main, 4" gas main, and medium voltage overhead power) -- all within a highly accelerated delivery schedule of just 15 months. The design-build team eliminated the need for a pier in the median of I-85 to significantly minimize impacts to interstate traffic during construction and greatly improve safety for the traveling public. When completed, this was the longest single-span bridge over an interstate in the state of SC with approximately 475,000 LBS of structural steel; 157,000 LBS of rebar and 470 CY of concrete. The roadway construction included 70,000 CY of earthen embankment, 4,000 TN of stone base, 10,000 SY of hot mix asphalt pavement, 1 mile of medium voltage (13.2kV) power feed, and 15,000 LF of conduit for low voltage power, medium voltage power, data, and future expansion. The girders were pre-assembled into pairs then erected over I-85 using a mid-air handoff from a 1,320-ton hydraulic crane to a 600-



ton hydraulic crane on the other side of I-85. Each girder pair weighed about 250,000 LBS and was erected in less than 45 minutes. Mr. Arias was responsible for sourcing, ordering and maintaining all material and equipment for the jobsite. He was in direct contact and coordinated with all subcontractors and the owner.

**Suncoast Parkway 2 – Orange County, FL**

**Key Personnel Role:** Assistant Superintendent  
**Experience with Current Firm:** The Lane Construction Corporation  
**Project/Assignment Duration:** Project 2018-2021 / Assigned 2019-2021  
**Owner Contact Information:** Florida Turnpike Enterprise, Fernando Gomez, [fernando.gomez@dot.state.do.us](mailto:fernando.gomez@dot.state.do.us), 407-264-3841  
**Design/Construction Value:** \$135 Million

**Project Description:** Lane built the second section of Suncoast Parkway 2. This section runs from South of SR 700 (US 98) to SR 44 in Hernando and Citrus Counties. The Suncoast Parkway 2 reduces commuting times and improves sustainability by contributing to the reduction of emissions along the existing roadway network between Citrus County and the Tampa Bay Region. This project included the construction of 15 bridges, more than 4.8 million CY of excavation and more than 3.8 million CY of embankment, milling and resurfacing, base work, drainage pipe, retaining walls, curb and gutter, traffic signals, lighting, highway signing, guardrails, sidewalks, and multi-use trails. This project won the 2022 Best in Construction Award from FTBA. Mr. Arias was responsible for managing all aspects of bridge construction including materials, equipment, personnel, and subcontractors. He scheduled inspections and was in direct contact and coordinated with the owner.



**SR 408 Widening from Sr 417 to Alafaya Trail – Orange County, FL**

**Key Personnel Role:** Foreman  
**Experience with Current Firm:** The Lane Construction Corporation  
**Project/Assignment Duration:** Project 2017-2020 / Assigned 2017-2019  
**Owner Contact Information:** Central Florida Expressway Authority, Ben Dreiling, [ben.dreiling@cfxway.com](mailto:ben.dreiling@cfxway.com), 407-690-5313  
**Design/Construction Value:** \$76 Million

**Project Description:** This 3.24-mile project added a travel lane to SR 408 in each direction (from two lanes to three lanes), widened the entrance ramp from northbound Alafaya Trail to westbound SR 408 from one lane to two lanes, reconfigured the exit and entry ramps at Rouse Road and added an additional Open Road Tolling (ORT) lane in both directions at the Dean Road Main Plaza. This project included nine (9) sound walls along north and south sides of SR 408, widening of six bridges, and replacement of two bridges. Mr. Arias was responsible for overseeing bridge construction including materials, equipment, personnel, and subcontractors. He scheduled inspections and was in direct contact and coordinated with the owner.



**SR 528/Innovation Way Interchange – Orange County, FL**

**Key Personnel Role:** Foreman  
**Experience with Current Firm:** The Lane Construction Corporation  
**Project/Assignment Duration:** Project 2016-2018 / Assigned 2016-2017  
**Owner Contact Information:** Central Florida Expressway Authority, Ben Dreiling, [ben.dreiling@cfxway.com](mailto:ben.dreiling@cfxway.com), 407-690-5313  
**Design/Construction Value:** \$62 Million

**Project Description:** This project included the construction of new alignment for Innovation Way over SR 528, and five new ramps to accommodate traffic movements to and from SR 528. Innovation Way is one-half mile north of SR 528, to Monument Parkway, and one mile south of SR 528. It includes four ramps with two ramp plazas and the extension of Alafaya Trail to Aerospace Parkway—with a connection to International Corporate Park Boulevard. This project received a DBIA Florida Region Design-Build Award - Honor Award in the Transportation Structures Category. Mr. Arias was responsible for managing all aspects of bridge construction including architectural features, materials, equipment, personnel, and subcontractors. He scheduled inspections and was in direct contact and coordinated with the owner.



- 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. Arias is currently the Structures Superintendent for the Design-Build I-77 Panthers Interchange Project in York County, which is on schedule and will be completed no later than May 1, 2023.



# Appendix B

## Work History and Quality Forms

(Section 3.5.1)



A COLAS COMPANY



**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**Lead Contractor - Reeves Construction Company (Reeves)**

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 Reeves 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 Reeves (in thousands)
<b>Closed and Load Restricted Bridge Package 2020-1(D-B)   Abbeville, Greenwood, Laurens, McCormick, Newberry &amp; Saluda Cos. SC</b>	Lead Contractor: Reeves Construction Company Lead Designer: RK&K	Name of Owner: SCDOT Project Manager: Brad Reynolds Phone: 803.737.1440 Email: ReynoldsBS@scdot.org	Construction Complete: 03/2023 Design Complete: 02/2022	\$ 18,099	\$ 18,099

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




Reeves (managed by the Structures Region based in Blacksburg S.C.) is the prime contractor responsible for the design-build replacement of **16** individual bridges located throughout SCDOT District Two. As Low Volume structures, the bridges lengths range from 60’ to 160’, with the vast majority being single span structures, utilizing cored slab and box beam superstructures. Two of the bridges utilize a CIP concrete overlay while the remainder have asphalt overlays. The contract includes replacing the existing bridges and the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. Reeves is self-performing the demolition, pile installation (concrete and steel h-pile), all concrete work, erection of cored slabs and box beams, grading, drainage, and asphalt paving. Reeves teamed with RK&K to perform the design work on the project. Reeves has utilized as many as four bridge crews and two grading crews to perform the work. Construction of 12 bridges have been complete with the remaining four bridges are under construction. Three of the bridges are scheduled for completion by the end of 2022, with the final bridge completed in March 2023, **five months ahead of the contract completion date of August 26, 2023.**

**Key Project Relevancies:**

- Design-Build Delivery
- Bridge Replacements
- Cored Slab and Box Beam
- Demolition
- Detours
- Roadway Design
- Structure Design
- Geotechnical
- Drainage / E&SC
- Traffic / MOT
- Right of Way Acquisition
- Utility Coordination
- Environmental/Permitting
- Public Involvement

**Team Members Involved:**

Reeves – Smitty Helms, David Rhodes  
 RK&K - Chris Jordan, David Peterson, Randall Mungo, Kelly Hawkins for the entire duration of the project.

	Bridge	Length
1	S-218 over Br. Penny Creek	70'
2	S-96 over Shanklin Creek	125'
3	S-95 over Camp Creek	70'
4	S-110 over North Lick Creek	60'
5	S-34 over Millers Fork Creek	160'
6	S-340 over Mountain Creek	80'
7	S-34 over Rocky Creek	70'
8	S-52 over Rocky Creek	90'
9	S-272 over Second Creek	120'
10	S-272 Trib. to Second Ck.	90'
11	S-277 over Branch of Big Beaver Dam Creek	70'
12	S-342 Big Beaver Dam Ck.	80'
13	S-211 over Richland Creek	70'
14	S-281 over Trib./Lake Murray	70'
15	S-37 over Rocky Creek	70'
16	S-78 over Persimmon Creek	70'

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

Project will be completed ahead of schedule. Reeves has utilized steps such as using daily lane closures to perform clear and grub operations to allow utility relocation ahead of closing the road when possible. This minimizes the amount of time road is closed to local residents and allows flexibility in scheduling relocation work with the multiple utility providers involved with these projects. Self-performing the bridge, grading, and paving gave Reeves the ability and flexibility to schedule crews efficiently without coordinating additional subcontractors. Working with our Engineer RK&K, we divided the 16 bridges into four design packages based on schedule requirements, possible utility relocations, equipment, and crew utilization. This streamlined design process allows multiple options for beginning work. If an issue would arise with utility or right-of-way on a given site, we were able to switch to another bridge site without delay. The Reeves Project Manager, Construction Manager and Project Engineer, during the pursuit phase and continuing through the completion of RFC drawings, reviewed proposed designs to ensure selection of foundation types, span lengths and girder types were the best fit for the site based on access, material resources and equipment availability and to most effectively utilize the repetitive nature of similar design to maximize productivity and materials. This integration of construction and design avoids last minute changes to the design that generates extra work and could delay the project. Prior to submittal of drawings to SCDOT, a Reeves Manager not assigned to the project performs an additional check for errors and constructability.

i. Quality Initiatives. Discuss Reeves 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.

Reeves is committed to constructing quality projects while maintaining the safety of our workers and the traveling public. Crews began each shift with a safety and planning meeting to discuss the work plan and safety hazards for the day, followed by a stretch and flex exercise. The project team holds weekly progress meetings to review cost and schedules, plan upcoming work, and review any near-misses or accidents from within the company or industry. Reeves uses weekly crew schedules that forecast the upcoming three weeks and are tied to the overall P6 project schedules to plan and monitor performance on all projects. In a weekly operations meeting between region management, project managers, and superintendents, schedules and issues are discussed by our entire team to tap into the experience of our management group and promptly identify problems and solutions. Reeves utilizes daily and weekly cost reporting to communicate activity performance to both crews and management and allow for adjustments as work progresses.

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

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**

**Lead Contractor - United Infrastructure Group (United)**

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 United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)
<b>Emergency Bridge Package 2018-2B   Chesterfield County, SC</b>	Lead Contractor: United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: Brad Reynolds-PM   Greg Williams-RCE Phone: 803.737.1440   843-623-6988 Email: reynoldsbs@scdot.org   williamsgf@scdot.org	Construction: 12/2019 Design: 08/2019	\$6,750	\$6,750

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

**Project Description:** This Design-Build project included accelerated removal and replacement of 4 bridges and approach roadways on secondary roads over waterways damaged by significant flooding caused by Hurricane Florence in September 2018. United, as the Contracting Entity/Lead Contractor, managed and self-performed all work except the roadway approach work. The work included 436 LF and 14,706 SF of bridge, demolition of existing bridges, and approximately 0.5 miles of roadway with grading/drainage work necessary to tie new approaches to existing roadways. Extra work was added to the Contract at the request of SCDOT. All work was completed safely with no quality issues, within budget, on time within the 216 days allowed, and without any disputes or claims. The work at each site included the following:

**Key Project Relevancies:**

- Design-Build Delivery
- Emergency Bridge Replacements
- Bridge over Waterway
- Utility Coordination
- Work in Wetland Environmental
- Accelerated Design and Construction



- **S-243 (Buchanan Bridge Road) Bridge over Adams Creek (Top Left)** | 120' three-span bridge (25'-70'-25') with reinforced concrete end bents on steel piles and an interior bent on two 3.5' diameter drilled shafts supporting 3'-0" x 2'-0" prestressed concrete hollow-core slabs with an asphalt riding surface.
- **S-138 (Bo Melton Loop) Bridge over Little Black Creek (Top Right)** | 100' three-span bridge (20'-60'-20') with reinforced concrete end bents on steel piles and an interior bent on two 3.5' diameter drilled shafts supporting 3'-0" x 2'-0" prestressed concrete hollow-core slabs with an asphalt riding surface.
- **S-757 (Davis Rivers Road) Bridge over Jimmies Creek (Bottom Left)** | 110' three-span bridge (20'-70'-20') with reinforced concrete end bents on steel piles and an interior bent on two 3.5' diameter drilled shafts supporting 3'-0" x 2'-0" prestressed concrete hollow-core slabs with an asphalt riding surface.
- **S-34 (Wamble Hill Road) Bridge over Deep Creek (Bottom Right)** | 106' two-span bridge (45'-61') with reinforced concrete end bents steel piles and an interior bent on two 3.5' diameter drilled shafts supporting 3'-0" x 2'-0" prestressed concrete hollow-core slabs with an asphalt riding surface.

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

Some early construction work was advanced at risk prior to RFC plans. Four fully-equipped bridge crews were allocated along with at least four cranes. The crews worked 7-days per week at times when necessary. The roadway subcontractor was supplemented with additional resources to recover the schedule slippage. Project management closely coordinated with SCDOT to address and abate issues quickly. Project management closely coordinated suppliers and subcontractors to maintain schedule milestones. All work was completed without LDs, no quality issues, under-budget, and with no disputes or claims.

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

In addition to the items above, stone screenings were incorporated into portions of embankment at the Contractor’s cost to allow work to proceed during inclement weather so the schedule milestones could be achieved. SCDOT extended the project about 2 weeks and United completed some additional emergency repairs at a nearby creek crossing for no additional cost to the Department.

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

None

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**

**Lead Designer – Rummel, Klepper & Kahl, LLP (RK&K)**

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 RK&K’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 RK&K (in thousands)
<b>Closed &amp; Load Restricted Bridge Package 2020-1(D-B)   Abbeville, Greenwood, Laurens, McCormick, Newberry &amp; Saluda Cos. SC</b>	Lead Contractor: Reeves Construction Company Lead Designer: RK&K	SCDOT Brad Reynolds 803.737.1440 ReynoldsBS@scdot.org	Construction Complete: 04/2023 Design Complete: 02/2022	\$17,990	\$2,800

g. Narrative describing the work performed by RK&K. If submitting work completed by an affiliated or subsidiary company of RK&K, 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 RK&K was the lead designer or a sub-consultant.



RK&K provided the design services for the replacement of 16 individual bridges located throughout SCDOT District Two. As Low Volume structures, the bridges lengths range from 60’ to 160’, with the vast majority being single span structures, and utilizing cored slab and box beam superstructures. The contract includes replacing the existing bridges and the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. **Our team has completed the design of all 16 bridges in this package.** All construction will be complete in March of 2023.

**Scope of Services:** Design services were performed in our Columbia office with support from our Raleigh, NC office. Design services included roadway, bridge, load rating, seismic, hydraulics, geotechnical, utility coordination, right of way services, surveys, and permitting. In addition to the construction of new the bridges, construction services also included demolition, removal, and disposal of the existing bridge structures.

**Structure Design:** RK&K’s structural engineers prepared final structure plans for all bridges. By adhering to SCDOT’s requirements, focusing on innovative design, and implementing inventive construction methods, the Team minimized the bridge lengths, superstructure depths, approach lengths, and typical section widths to minimize the required ROW.

**Maintenance of Traffic & Detour Plans, Pavement Markings, & Signing Plans:** RK&K was responsible for pavement marking plans and signing plans. All of the bridges were off-site detours.

**Hydrology & Hydraulic Design Control / Erosion & Sediment Control:** RK&K’s water resources engineers are responsible for erosion control plans, HEC-RAS modeling, bridge hydraulic design, scour analysis, and drainage design.

**Key Project Relevancies**

- ✓ Design-Build Delivery
- ✓ Bridge Replacements
- ✓ Cored Slab and Box Beam
- ✓ Demolition
- ✓ Detours
- ✓ Roadway & Structure Design
- ✓ Geotechnical
- ✓ Drainage / E&SC
- ✓ Traffic / MOT
- ✓ Right of Way Acquisition
- ✓ Utility Coordination
- ✓ Environmental/Permitting
- ✓ Public Involvement

**Personnel**

**RK&K** - Chris Jordan, David Peterson, Randall Mungo, Kelly Hawkins for the entire duration of the project.  
**Reeves** – Smitty Helms, David Rhodes

	Bridge	Length	Spans	Type
1	S-218 over Br. Penny Creek	70'	Single	Cored Slab
2	S-96 over Shanklin Creek	125'	30'-95'	Box Beam
3	S-95 over Camp Creek	70'	Single	Cored Slab
4	S-110 over North Lick Creek	60'	Single	Cored Slab
5	S-34 over Millers Fork Creek	160'	30'-100'-30'	Box Beam
6	S-340 over Mountain Creek	80'	Single	Box Beam
7	S-34 over Rocky Creek	70'	Single	Cored Slab
8	S-52 over Rocky Creek	90'	Single	Box Beam
9	S-272 over Second Creek	120'	50'-70'	Cored Slab
10	S-272 Trib. to Second Ck.	90'	Single	Box Beam
11	S-277 over Branch of Big Beaver Dam Creek	70'	Single	Cored Slab
12	S-342 Big Beaver Dam Ck.	80'	Single	Box Beam
13	S-211 over Richland Creek	70'	Single	Cored Slab
14	S-281 over Trib./Lake Murray	70'	Single	Cored Slab
15	S-37 over Rocky Creek	70'	Single	Cored Slab
16	S-78 over Persimmon Creek	70'	Single	Cored Slab

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

Exceptional performance on this project began with RK&K’s coordination with the contractor to develop plans that minimized impacts to: utilities; environmental features; and proposed rights-of-way and easements. To facilitate this minimization, we optimized alignments and profiles, while at the same time adhering to SCDOT guidelines. To date, all design packages have been submitted on schedule, and review comments received have been minimal.

i. Quality Initiatives. Discuss RK&K’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.

Bridge	Roadway	Hydraulics	Geotechnical
Added strands in SCDOT standard cored slabs to meet load rating requirements; Incorporated reinforcing for SCDOT’s new MASH Barrier standard into the NC box beam plans and the SCDOT cored slab standards; Detailed superelevated caps as offset from the centerline to correctly locate beams; Included extra detailing for cored slabs on skew as SCDOT standards do not accommodate skews; Incorporated very specific details in AASHTO Ware to meet the Load Rating Guidance document.	Highest number in the clear zone limits were provided; Guardrail included on all four bridge quadrants even when adequate clear zone was available; Included cross pipes on cross sections.	Piped ditches to minimize Right of Way; Flanked bridges with cross line pipes to match existing headwater when overtopping could not be achieved.	Performed more borings than required in PCDM 11 for Low Volume bridges at locations with variations in top of rock elevations; Scour line place above top of rock elevation where non-scourable crystalline rock is present; Geotextile fabric required for slope stability where warranted by scour.

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

N/A

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**Lead Designer – Rummel, Klepper & Kahl, LLP (RK&K)**

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 RK&K’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 RK&K (in thousands)
<b>Div. 11C&amp;D-YR6 Nine Low Impact Express D-B Bridges   Ashe, Alleghany, Avery, Caldwell, Surry, &amp; Watauga Counties, NC</b>	Lead Contractor: Vannoy Construction Company Lead Designer: RK&K	Name of Owner: NCDOT Project Manager: Michael Poe, PE Phone: 3336.667.9111 Email: mlpoe@ncdot.gov	Design/ Construction Complete: 05/2020 Design Start: 05/2017	\$6,821	\$1,327

g. Narrative describing the work performed by RK&K. If submitting work completed by an affiliated or subsidiary company of RK&K, 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 RK&K was the lead designer or a sub-consultant.



As part of RK&K’s resume of 70 low impact express design-build bridges through 10 individual contracts for NCDOT, RK&K served as the Lead Designer for the replacement of nine low impact express design-build bridges in division 11, designated as regional and sub regional tiers.

**Scope of Services:** This assignment involved various design services, including structure design, roadway design, hydraulic design, FEMA/Stream modeling/BSR preparation, erosion control design, permitting, traffic control

design, right-of-way services, survey, geotechnical investigation, utility design, and utility relocation coordination. Construction Engineering Inspection (CEI) also was included.

**Structure Design:** RK&K’s structural engineers prepared the final structure plans for all bridges. The majority of bridges consisted of single-span, cored slab bridges with asphalt overlay.

**Maintenance of Traffic & Detour Plans, Pavement Markings, & Signing Plans:** RK&K’s traffic engineers were responsible for preparing maintenance of traffic management plans, which included either local detour plans or on-site staged construction plans. RK&K also was responsible for pavement marking plans, signing plans, and temporary traffic signals. Most of the bridges were off-site detours, but several were stage constructed while maintaining one lane of traffic with a temporary signal on either side of the detour.

**Hydrology & Hydraulic Design Control / Erosion & Sediment Control:** RK&K’s water resources engineers were responsible for erosion control plans, MOA preparation, HEC-RAS modeling, bridge hydraulic design, scour analysis, drainage design, and environmental permit preparation for this NCDOT design-build contract. Several of the bridges were over streams that did not allow water to directly discharge in to them from deck drains. The spread was always checked on these bridges and extra cored slab units were added as necessary.

**Key Project Relevancies**

- ✓ Design-Build Delivery
- ✓ Bridge Replacements
- ✓ Cored Slab and Box Beam
- ✓ Demolition
- ✓ Detours
- ✓ Roadway & Structure Design
- ✓ Geotechnical
- ✓ Drainage / E&SC
- ✓ Traffic / MOT
- ✓ Right of Way Acquisition
- ✓ Utility Coordination
- ✓ Environmental/Permitting
- ✓ Public Involvement

Division 11C					
	Bridge	Location	Length	Spans	Type
1	Bridge #020142 on SR 1319	Alleghany Co.	37’	Single	Cored Sab
2	Bridge #040160 on SR 1155	Ashe Co.	68’	Single	Cored Sab
3	Bridge #040321 on SR 1526	Ashe Co.	72’	Single	Cored Sab
4	Bridge #850310 on SR 1774	Surry Co.	72’	Single	Cored Sab
Division 11D					
1	Bridge #050001 on SR 1349	Avery Co.	92’	46’-46’	Cored Sab
2	Bridge #050079 on SR 1341	Avery Co.	68’	Single	Cored Sab
3	Bridge #050117 on SR 1127	Avery Co.	57’	Single	Cored Sab
4	Bridge #130309 on SR 1338	Caldwell Co.	52’	Single	Cored Sab
5	Bridge #940093 on SR 1109	Watauga Co.	58’	Single	Cored Sab

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

Exceptional performance on this project began with RK&K’s coordination with the contractor to develop plans that minimized impacts to: utilities; environmental features; and proposed rights-of-way and easements. To facilitate this minimization, we optimized alignments and profiles, while at the same time adhering to NCDOT’s Sub Regional Tier guidelines. Several members of this same design team will be working on SCDOT’s Bridge Package 14. The success of this project demonstrates RK&K’s proven record of managing contracts to minimize delays, claims, disputes, litigation, and arbitration.

i. Quality Initiatives. Discuss RK&K’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.

Bridges #020142 and #040160 presented challenges in both dealing with scour issues and variable rock lines. Both of these bridges were designed with variable depth end bent caps that were stepped to both accommodate abutment scour and to prevent the need for blasting significant amounts of rock. Bridge #050079 required staged construction to maintain traffic at the site, which involved building a retaining wall to keep fill out of the river running parallel to the roadway. Due to the depth to scour a standard cantilever wall would not be feasible. A sheet pile wall was not feasible since it could not be driven deep enough to be self-supporting. The solution for this site was a tied back wall using driven sheet piles tied to a dead-man in the fill at the top of the wall. Several of the bridges were on curved alignments or at “T” intersections. These challenges were addressed by building the bridges on tangent alignments along the long chord of the curves and by flaring the approach slabs to fit the radius at the intersections. To ensure a quality design, RK&K relied on our proven Design Quality Management Plan (DQMP), specifically tailored for design-build bridge replacements. A major element of this plan focuses on all design submittals flowing through an Interdisciplinary Review process, which also includes a simultaneous constructability review by the contractor. To monitor our progress against the design schedule, RK&K prepared a CPM schedule utilizing Microsoft Project and updated it regularly to include actual versus projected submittal dates.

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

N/A



# Appendix C

## Work History and Quality Forms

(Section 3.5.2)





## Quality of Past Performance (Section 3.5.2)

Number	Question	United	Reeves	RK&K
3.5.2 (a)	Has the Lead Contractor or any member of the joint venture been declared delinquent or placed in default on any Project?	No	No	N/A
3.5.2 (b)	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	No	N/A
3.5.2 (c)	Have any design-build projects or projects of similar scope been delayed more than 30 days such that liquidated damages were assessed?	Yes	No	No
3.5.2 (d)	Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	No	No	N/A
3.5.2 (e)	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	No	N/A
3.5.2 (f)	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	Yes
3.5.2 (g)	Has the Lead Designer filed legal proceedings against the Lead Contractor, or vice versa, on a design-build contract?	No	No	No

**United** (In response to 3.5.2 (c) above) | Of United’s 100+ projects in the past five years, only five projects were finished behind schedule where LDs were assessed as listed below. The root cause in most instances was unknown conditions beyond the control of the design-build team. The primary strategy to mitigate such events on future projects is to perform extensive site evaluations during the pre-bid and design phases to discover and abate issues with intelligent design and construction approaches. When new issues are discovered during construction, our design-build team and the client are immediately alerted and engaged to mutually determine the best path forward to minimize schedule and cost impacts. When unavoidable schedule impacts occur, we typically mitigate these by increasing the level of effort of our existing resources and allocating additional resources to recover lost time and recover the schedule.

Project Information	Details
SCDOT Bridge Replacements “Package E” - Several Counties, SC (2019)	Minor interim LDs were assessed on 7 of 12 sites, and significant LDs of 475 days occurred on one site due to major design and unknown subsurface issues. The entire package of 12 sites with 13 bridges and the entire contract was completed only 83 days behind the contract schedule, and despite the issues, there were no disputes or claims.
GDOT FY 17 Bridge Batch 1 – Various Counties, GA (2020)	Minor interim LDs were assessed on a few sites, but the entire batch of 7 bridges and the entire contract was completed on time without any LDs, disputes, or claims.
GDOT FY 17 Bridge Replacements Batch 2 – Various Counties, GA (2020)	Minor interim LDs were assessed for a few sites, but the entire batch of 6 bridges and the entire contract was completed on time without any LDs, disputes, or claims.

**RK&K** (In response to 3.5.2 (f) above) | RK&K offers the following response to the question and as requested within the RFQ.

Project Information	Details
RK&K, Delaware River & Bay Authority (DRBA), Bridge 6	The owner and RK&K have engaged in the dispute resolution process of the contract regarding the alleged design errors and omissions. The parties have participated in mediation but were unable to resolve the matter. The Owner has sent its notice to proceed with arbitration, but there is currently no timeline for if or when arbitration will occur. RK&K and the owner are working to schedule a second mediation to hopefully resolve the dispute.

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER  
United Infrastructure Group (United)**

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 United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)
<b>Federal Aid Bridge Replacement Project Package E   Cherokee, Chester, Fairfield, Lancaster, and York Counties, SC</b>	United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: Shane Parris Phone: 864-489-5760 Email: parrissl@scdot.org	2019 - Construction 2015 - Design	\$53,080	\$53,080

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

United managed and performed all aspects of this design-build bridge replacement project consisting of 12 sites with 13 bridges in 5 counties totaling 4048 LF of bridge, 184,704 SF of deck, 39 spans, 4 miles of roadway, and the bridge demolitions, as well as steel pile, concrete pile, and drilled shaft foundations, reinforced concrete substructures, and flat slab, cored slab, and concrete and steel beam superstructures. United managed and self-performed all work described below except as noted herein:

<ul style="list-style-type: none"> <li>• S-12-77 (Hightower Road) over Fishing Creek - 405’-2” Type III and 65” Modified BT Girder Bridge</li> </ul>	<ul style="list-style-type: none"> <li>• S-46-64 (Lincoln Rd) and S-46-732 (Boyd Rd) over Allison Creek and Calabash Branch - 220’ and 140’ Cored Slab Bridges</li> </ul>
<ul style="list-style-type: none"> <li>• S-12-141 (Brooklyn Road) over Rocky Creek - 331’ 54” Bulb Tee Girder Bridge</li> </ul>	<ul style="list-style-type: none"> <li>• S-46-347 (Gordon Rd) over Stoney Fork Creek - 90’ Type III Girder Bridge</li> </ul>
<ul style="list-style-type: none"> <li>• SC 200 (Great Falls Hwy) over Wateree Creek - 325’ 54” Bulb Tee Girder Bridge</li> </ul>	<ul style="list-style-type: none"> <li>• I-85 Overpass over NSRR - 156’ Steel Girder Bridge</li> </ul>
<ul style="list-style-type: none"> <li>• SC 9 (Chester and Lancaster Hwy) over Catawba River - 1,424’-6” 54” MBT and Florida 78” BT Girder Bridge</li> </ul>	<ul style="list-style-type: none"> <li>• S-46-103 (Oak Park Rd) over Fishing Creek - 400’ Type III Girder Bridge</li> </ul>
<ul style="list-style-type: none"> <li>• SC 200 (Monroe Hwy) over Cane Creek - 180’ Type III Girder Bridge</li> </ul>	<ul style="list-style-type: none"> <li>• S-11-41 (Beech St) over Peoples Creek - 44’-6” Flat Slab Bridge</li> </ul>
<ul style="list-style-type: none"> <li>• S-46-22 (Pleasant Rd) over Steele Creek - 330’ 54” Bulb Tee Girder Bridge</li> </ul>	

Sites S-46-22, S-46-347, S-46-732, and S-46-103 were subcontracted to another bridge subcontractor. All roadway work on all sites was subcontracted to other road contractors. All other work as self-performed other than specialty work. All work was completed safely with no significant quality issues, on budget, and on time with exception of the sites noted below.

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

The most successful aspects of this project were directly attributable to maintaining control of as many site activities as possible, assimilating highly experienced and committed resources, having excess resources available when needed, routine and effective communication and collaboration, and early identification and abatement of issues. When these measures were not implemented, project delivery was adversely impacted. Likewise, United learned that utilizing subcontractors that do not share our same culture/commitment and/or with whom there is no established long-term working relationship led to some poor results from a schedule and cooperation perspective. Nonetheless, despite United’s shortcomings and lessons learned on this project and several other adversities, all sites were successfully completed in a quality manner without any claims, dispute proceedings, litigation and arbitration, and with no additional cost to SCDOT.

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

Claims avoidance became very important and initiatives were implemented to resolve all matters openly and honestly with SCDOT. On the most successful of the sites, collaboration with all team members proved extremely valuable, along with very detailed budgets and schedules that were routinely disseminated. To ensure the work is done right the first time, United’s QC firm (ICE) remained integrally involved at all times during construction, and any quality issues discovered during construction were documented/vetted with SCDOT quickly. **Due to the abnormal LDs incurred, UIG replaced and re-organized staff in the home office Construction Operations Department and at the project level.**

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

United was assessed the following LDs: S-12-141 for delays encountered in the relocation of an existing sewer line, SC 200 (83 days, \$124,500) for improper ready mix concrete supplied to site which required removal/replacement plus there were excessive rain days and a flood, S-46-22 (108 days, \$162,000), S-46-64 and S-46-347 (70 days, \$245,000) for delays related to a major turnkey subcontractor failing to meet contractual deadlines, S-46-732 (86 days, \$129,000), I-85 (475 days, \$1,662,500) for time to resolve a beam deflection issue between the owner and EOR and time associated with extensive remediation of poor subsurface soils in the existing interstate embankments and excessive weather delays, S-46-103 (99 days, \$148,500) for delays related to grading and paving subcontractors failing to complete work per contractual deadlines, and for the overall project (83 days, \$149,400) resulting from the delays mentioned above.

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**United Infrastructure Group (United)**

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 United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)
<b>FY 17 Bridge Replacement Project (Batch 1)   Districts 2, 3, and 6 in Georgia</b>	United Infrastructure Group, Inc.	Name of Owner: GDOT Project Manager: Andrew Hoenig, PE Phone: 8404-985-4377 Email: ahoenig@dot.ga.gov	Construction: 09/2018 Design: 10/2020	\$7,789	\$7,789

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

This Design-Build project includes the accelerated removal and replacement of 7 bridges and approach roadways on secondary roads over waterways. United, as the Contracting Entity and Lead Contractor, managed and self-performed all the work except some of the roadway approach work. The work included 650 LF and 22,905 SF of bridge, demolition of existing bridges, and approximately 0.5 miles of approach roadway as necessary to tie new approaches to existing roadways. All work was completed with no lost time incidents, no significant quality issues, under the Owner’s budget, within the overall 1095 days allowed, and without any disputes or claims. The work included reinforced concrete end bents on steel piles and shafts, reinforced concrete interior bents on concrete piles and drilled shafts, prestressed concrete slabs with asphalt overlays, cast-in-place flat slabs, and prestressed concrete beams with cast-in-place decks. Extensive coordination with the Owner, as well as with third parties and utilities, was critical maintain the accelerated delivery schedules. Road closure durations ranged from 90 to 180 days which often required work to proceed 7 days of week with multiple crews. The sites in this batch included:

- Lincoln County - Jones Martin Road over Dozier Branch | 65’ 1-span bridge with end bents on steel piles supporting Cored Slab with an Asphalt Overlay | Road Closure: 90/90 Days (actual/contract)
- Burke County - Quaker Road over Walnut Branch | 80’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay | Road Closure: 133/90 Days (actual/contract)
- Spalding County – Vaughn Road over Heads Creek | 180’ 5-span bridge with end bents on steel piles and 3 interior bents on H-Piles with Encasements supporting a Flat Slab Deck | Road Closure: 217/180 Days (actual/contract)
- Chattooga County - Green Road over Chattooga River Tributary | 50’ 1-span bridge with end bents on steel piles supporting a Cored Slab with an Asphalt Overlay | Road Closure: 162/90 Days (actual/contract)\*
- Carroll County – Tyus-Veal Road over Becks Creek | 80’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay | Road Closure: 120/120 Days (actual/contract)\*
- Warren County - Ansley Road over Long Creek | 115’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay | Road Closure: 120/120 Days (actual/contract)
- Baldwin County - Roberts Road over Fishing Creek | 80’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay | Road Closure: 107/120 Days (actual/contract)

**RELEVANCE**

- ✓ Design-Build Delivery
- ✓ Accelerated design and construction
- ✓ ROW and Utility Coordination
- ✓ Working near/over environmentally sensitive areas



\*Subcontracted to others

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

Some early construction work was advanced at risk prior to RFC plans. Multiple crews and cranes worked on each site to meet schedule deadlines, and crews worked 7 days per week at critical times. Project management closely coordinated with GDOT to address and abate issues quickly, and with suppliers and subcontractors to ensure long lead-time items were well planned in order to maintain schedule milestones. Severe inclement weather and other issues beyond control delayed completion of a 3 sites and extra resources were allocated to minimize delays.

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

In addition to the items above, stone screenings were utilized for portions of the embankment to allow work to proceed during inclement weather.

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

Even though some liquidated damages were assessed for a few individual sites, the entire batch of bridges and contract was complete on time without liquidated damages. The site liquidated damages were: Burke County-40 Days x \$713, Spalding County-37 Days x \$713, Chattooga County - 72 Days x \$713\*

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**United Infrastructure Group (United)**

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 United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)
<b>FY 17 Bridge Replacement Project (Batch 2)   Districts 2, 3, and 4 in Georgia</b>	United Infrastructure Group, Inc.	Name of Owner: GDOT Project Manager: Andrew Hoenig, PE Phone: 8404-985-4377 Email: ahoenig@dot.ga.gov	Construction: 09/2018 Design: 10/2020	\$9,126	\$9,126

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

This Design-Build project includes the accelerated removal and replacement of 6 bridges and approach roadways on secondary roads over waterways. United, as the Contracting Entity and Lead Contractor, managed and self-performed all the work except some of the roadway approach work. The work included 978 LF and 33,898 SF of bridge, demolition of existing bridges, and approximately 0.35 miles of approach roadway as necessary to tie new approaches to existing roadways. All work was completed with no lost time incidents, no significant quality issues, under the Owner’s budget, within the overall 1095 days allowed, and without any disputes or claims. The work included reinforced concrete end bents on steel piles and shafts, reinforced concrete interior bents on concrete piles and drilled shafts, prestressed concrete slabs with asphalt overlays, cast-in-place flat slabs, and prestressed concrete beams with cast-in-place decks. Extensive coordination with the Owner, as well as with third parties and utilities, was critical maintain the accelerated delivery schedules. Road closure durations ranged from 75 to 180 days which often required work to proceed 7 days of week with multiple crews. The sites in this batch included:

**RELEVANCE**

- ✓ Design-Build Delivery
- ✓ Accelerated design and construction
- ✓ ROW and Utility Coordination
- ✓ Working near/over environmentally sensitive areas



- Dodge County – Milan-Chauncey Rd/Sugar Creek | 155’ 3-span bridge with end bents on steel piles and 2 interior bents on concrete piles supporting cored slabs with asphalt overlay | Road Closure: 150/150 Days (actual/contract)
- Dooly County - Weeks Rd/Lilly Branch | 133’ 3-span bridge with end bents on steel piles and 2 interior bents on concrete piles supporting Type 1 mod beams with a concrete deck | Road Closure: 143/120 Days (actual/contract)
- Colquitt County – Doerun Norman Park Rd/Okapilco Creek | 180’ 5-span bridge with end bents on steel piles and 4 interior bents on steel piles supporting a flat slab deck | Road Closure: 245/180 Days (actual/contract)
- Quitman County – Lower Lumpkin Rd/Hodchodkee Creek | 220’ 4-span bridge with end bents on steel piles and 3 interior bents on concrete piles supporting cored slabs with asphalt overlay | Road Closure: 157/180 Days (actual/contract)\*
- Echols County – Toms Creek Rd/Toms Creek | 160’ 4-span bridge with end bents on steel piles and 3 interior bents on H-Piles supporting a flat slab deck | Road Closure: 214/180 Days (actual/contract)
- Thomas County - Reichertville Rd/McKeever Slough Crk | 130’ 3-span bridge with end bents on steel piles and 2 interior bents on concrete piles supporting cored slabs with asphalt overlay | Road Closure: 74/75 Days (actual/contract)\*



\*Subcontracted to others

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

Some early construction work was advanced at risk prior to RFC plans. Multiple crews and cranes worked on each site to meet schedule deadlines, and crews worked 7 days per week at critical times. Project management closely coordinated with GDOT to address and abate issues quickly, and with suppliers and subcontractors to ensure long lead-time items were well planned in order to maintain schedule milestones. Severe inclement weather and other issues beyond control delayed completion of a 3 sites and extra resources were allocated to minimize delays.

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

In addition to the items above, stone screenings were utilized for portions of the embankment to allow work to proceed during inclement weather.

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

Even though some liquidated damages were assessed for a few individual sites, the entire batch of bridges and contract was complete on time without liquidated damages.

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**

**Lead Designer – Rummel, Klepper, & Kahl, LLP (RK&K)**

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 RK&K’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 RK&K (in thousands)
<b>DRBA Bridge 6   New Castle County, DE</b>	Delaware River & Bay Authority	Name of Owner: Delaware River & Bay Authority Project Manager: David Hoppenjans Phone: 302-571-6300 Email: david.hoppenjans@drba.net	Construction: 02/2020 Professional Services: 12/2019	\$35,000	\$2,600
g. Narrative describing the work performed by RK&K. If submitting work completed by an affiliated or subsidiary company of RK&K, 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 RK&K was the lead designer or a sub-consultant.					
<p>RK&amp;K was the Lead Designer. The overall project intent was to add another lane to SB I-295. The design of Bridge 6 was a replacement and widening of the steel superstructure and concrete deck of the bridge with strengthening and widening of the existing concrete piers.</p> <p>The design was performed in RK&amp;K’s Baltimore office.</p> <p><b>No proposed Key Individuals for Bridge Package #14 were involved in this project.</b></p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of RK&K’s performance on the project to identify RK&K with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designer that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
N/A					
i. Quality Initiatives. Discuss RK&K’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.					
N/A					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, RK&K shall provide a detailed explanation below.					
<p>3.5.2 (f) Has an owner, a Lead Contractor, or any member of a joint venture pursued compensation from the Lead Designer due to errors and omissions?</p> <p>The Owner and RK&amp;K have engaged in the dispute resolution process of the contract regarding the alleged design errors and omissions. The parties have participated in mediation but were unable to resolve the matter. The Owner has sent its notice to proceed with arbitration, but there is currently no timeline for if or when arbitration will occur. RK&amp;K is hopeful that additional settlement discussions will occur between the parties in advance of any formal proceedings.</p>					



# Appendix D Legal and Financial



A COLAS COMPANY



### **3.6.1 Financial Capacity**

### **3.6.2 Bonding Capability**

### **3.6.3 Organization Agreements**



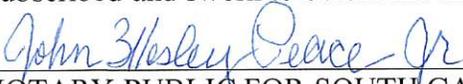
**Letter of Financial Capacity**

The undersigned, be duly sworn, deposes and says that he is D. Michael Grey, Chief Business Officer for United Infrastructure Group, Inc. He further states that United Infrastructure Group, Inc. has the financial capacity and resources necessary to complete the Bridge Package 15 Project Contract ID 8862230 as proposed in the Request for Qualifications issued by South Carolina Department of Transportation.

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

  
D. Michael Grey, CBO  
United Infrastructure Group, Inc.

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

  
NOTARY PUBLIC FOR SOUTH CAROLINA  
My Commission Expires: October 9, 2024

seal

**JOHN WESLEY PEACE, JR.**  
Notary Public, State of South Carolina  
My Commission Expires 10/9/2024

October 14, 2022

Ms. Carmen Wright  
Office of Project Delivery  
South Carolina Department of Transportation  
955 Park Street, Room 101  
Columbia, South Carolina 29201

RE: Bridge Package 15  
Contract ID 8862230 Anderson, Chester, Chesterfield, and Lancaster Counties, South Carolina

Dear Ms. Wright:

I, C. Robert Loar, in my capacity as Vice President of Reeves Construction Company (the "Company"), and not in my personal capacity, deliver this letter pursuant to Section 3.6.1 (Legal and Financial: Financial Capacity) of the Request for Qualifications issued June 29, 2022 by the South Carolina Department of Transportation ("SCDOT") to construct the Bridge Package 15 Design-Build Project ("the Project") in Anderson, Chester, Chesterfield, and Lancaster Counties, South Carolina.

I hereby declare that, as of the date hereof, the Company has the financial capacity and resources necessary to complete the Project as proposed in the RFQ.

Respectfully Submitted,



C. Robert Loar  
Vice President

State of **South Carolina**  
County of **Greenville**

Sworn to and subscribed before me this 17<sup>th</sup> day of October, 2022, by

Hien Brafford

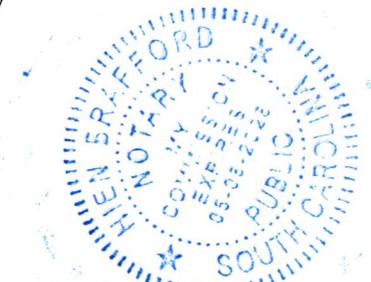
(Print name of person signing Affidavit)

Hien Brafford

Notary Public

May 8, 2028  
Commission Expires

Personally Known  Or Produced Identification





A COLAS COMPANY

October 14, 2022

Carmen Wright
Office of Project Delivery
South Carolina Department of Transportation
955 Park Street, Room 101
Columbia, South Carolina 29201

RE: Bridge Package 15
Contract ID 8862230 Anderson, Chester, Chesterfield, and Lancaster Counties, South Carolina

Dear Ms. Wright:

I, C. Robert Loar, in my capacity as Vice President of Reeves Construction Company, affirm that the Key Individuals represented in our Project Organization Chart in our SOQ for the referenced project shall be available to construct the Bridge Package 15 Design-Build Project, barring any unforeseen circumstances, as required in the RFP at the earliest of the times and durations identified in the RFQ and RFP, until expiration of the Warranty Period, or such earlier date as the Contract is terminated.

Respectfully Submitted,

[Handwritten signature of C. Robert Loar]

C. Robert Loar
Vice President

State of South Carolina
County of Greenville

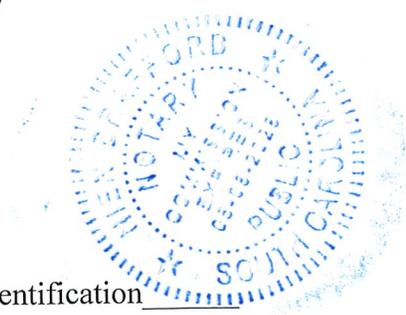
Sworn to and subscribed before me this 17th day of October, 2022, by

[Handwritten signature: Hien Bradford]
(Print name of person signing Affidavit)

[Handwritten signature: Hien Bradford]
Notary Public

[Handwritten signature: May 8, 2028]
Commission Expires

Personally Known [checked] Or Produced Identification





Surety Department

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

South Carolina Department of Transportation  
PO Box 191  
Columbia, SC 29202

October 17, 2022

Subject: United-Reeves Joint Venture  
SCDOT Bridge Package 15, Design-Build Project, Contract ID 8862230  
Anderson, Chester, Chesterfield and Lancaster Counties

To Whom It May Concern:

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

We acknowledge the future formation of United-Reeves Joint Venture for the purpose of completing the referenced project. United-Reeves Joint Venture currently has the capacity to be bonded for the Project as proposed in the RFQ and is capable of obtaining a performance bond and payment bond in the amount of the contract, as well as a bid bond. Subject to our normal and standard underwriting criteria at the time of the request, as specified in the RFP, the bonding approach would be for Arch Insurance Company, on behalf of the above named sureties, to provide United-Reeves Joint Venture with a single 100% performance bond and single 100% payment bond up to \$200MM for the Project regardless of any co-surety relationships. Our support is conditioned upon completion of the underwriting process, including satisfactory review of contract documents, confirmation of financing and our ongoing review of the operational and financial capacity of United-Reeves Joint Venture.

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

Sincerely yours,

ARCH INSURANCE COMPANY  
NATIONWIDE MUTUAL INSURANCE COMPANY  
LIBERTY MUTUAL INSURANCE COMPANY

*Angela Y. Buckner*  
Angela Y. Buckner  
Attorney-in-Fact

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

**POWER OF ATTORNEY**

**Know All Persons By These Presents:**

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

**Angela Y. Buckner, Bradford W. Gibson, Debra S. Ritter, H. Thomas Dawkins, Jenny Snell, Leah Farnsworth, Martin D. Pallazza, Raymond J. Garruto, Robert C. Tresher, Sara Grace Deese and Wendy E. Lahm of Charlotte, NC (EACH)**

its true and lawful Attorney(s)-in-Fact, to make, execute, seal, and deliver from the date of issuance of this power for and on its behalf as surety, and as its act and deed: Any and all bonds, undertakings, recognizances and other surety obligations, in the penal sum not exceeding Ninety Million Dollars (90,000,000.00). This authority does not permit the same obligation to be split into two or more bonds in order to bring each such bond within the dollar limit of authority as set forth herein.

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

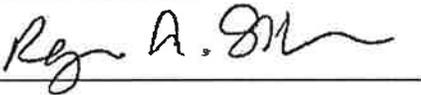
This Power of Attorney is executed by authority of resolutions adopted by unanimous consent of the Board of Directors of the Company on December 11, 2020, true and accurate copies of which are hereinafter set forth and are hereby certified to by the undersigned Secretary as being in full force and effect:

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

This Power of Attorney is signed, sealed and certified by facsimile under and by authority of the following resolution adopted by the unanimous consent of the Board of Directors of the Company on December 11, 2020:

**VOTED**, That the signature of the Chairman of the Board, the President, or the Executive Vice President, or any Senior Vice President, of the Surety Business Division, or their appointees designated in writing and filed with the Secretary, and the signature of the Secretary, the seal of the Company, and certifications by the Secretary, may be affixed by facsimile on any power of attorney or bond executed pursuant to the resolution adopted by the Board of Directors on December 11, 2020, and any such power so executed, sealed and certified with respect to any bond or undertaking to which it is attached, shall continue to be valid and binding upon the Company. **In Testimony Whereof**, the Company has caused this instrument to be signed and its corporate seal to be affixed by their authorized officers, this 25<sup>th</sup> day of August, 2022

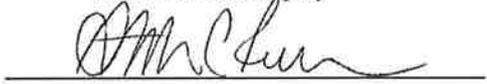
Attested and Certified



Regan A. Shulman, Secretary



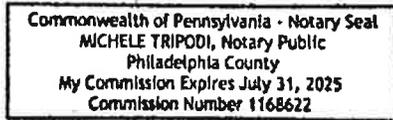
Arch Insurance Company

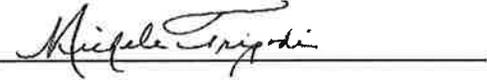


Stephen C. Ruschak, Executive Vice President

STATE OF PENNSYLVANIA SS  
COUNTY OF PHILADELPHIA SS

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



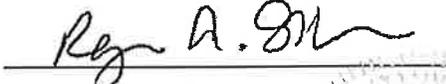


Michele Tripodi, Notary Public  
My commission expires 07/31/2025

**CERTIFICATION**

I, **Regan A. Shulman**, Secretary of the Arch Insurance Company, do hereby certify that the attached **Power of Attorney dated August 25, 2022** on behalf of the person(s) as listed above is a true and correct copy and that the same has been in full force and effect since the date thereof and is in full force and effect on the date of this certificate; and I do further certify that the said Stephen C. Ruschak, who executed the Power of Attorney as Executive Vice President, was on the date of execution of the attached Power of Attorney the duly elected Executive Vice President of the Arch Insurance Company.

**IN TESTIMONY WHEREOF**, I have hereunto subscribed my name and affixed the corporate seal of the Arch Insurance Company on this 17<sup>th</sup> day of October, 2022.



Regan A. Shulman, Secretary

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

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

Arch Insurance – Surety Division  
3 Parkway, Suite 1500  
Philadelphia, PA 19102



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

Power of Attorney

KNOW ALL MEN BY THESE PRESENTS THAT:

Nationwide Mutual Insurance Company, an Ohio corporation

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

ANGELA Y BUCKNER; BRADFORD GIBSON; DEBRA S RITTER; H. THOMAS DAWKINS; JENNY SNELL; MARTIN D PALLAZZA; RAYMOND JGARRUTO; ROBERT C TRESHER; WENDY E LAHM;

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

UNLIMITED

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

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

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

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

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

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

IN WITNESS WHEREOF, the Company has caused this instrument to be sealed and duly attested by the signature of its officer the 20th day of August, 2021.

[Handwritten signature of Antonio C. Albanese]

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

ACKNOWLEDGMENT

STATE OF NEW YORK COUNTY OF NEW YORK: ss

On this 20th day of August, 2021, before me came the above-named officer for the Company aforesaid, to me personally known to be the officer described in and who executed the preceding instrument, and he acknowledged the execution of the same, and being by me duly sworn, deposes and says, that he is the officer of the Company aforesaid, that the seal affixed hereto is the corporate seal of said Company, and the said corporate seal and his signature were duly affixed and subscribed to said instrument by the authority and direction of said Company.



Stephanie Rubino McArthur
Notary Public, State of New York
No. 02MC6270117
Qualified in New York County
Commission Expires October 19, 2024

[Handwritten signature of Stephanie Rubino McArthur]

Notary Public
My Commission Expires
October 19, 2024

CERTIFICATE

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

IN WITNESS WHEREOF, I have hereunto subscribed my name as Assistant Secretary, and affixed the corporate seal of said Company this 17th day of October, 2022

[Handwritten signature of Laura B. Guy]

Assistant Secretary



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: 8208640-018028

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 Y. Buckner; Bradford W. Gibson; Debra S. Ritter; Erin Brooks; H. Thomas Dawkins; Leah E. Farnsworth; Martin D. Pallazza; Raymond J. Garruto; Robert C. Tresher; Sara Grace Deese; Wendy E. Lahm

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, 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, 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 17th day of October, 2022



By: Renee C. Llewellyn, Assistant Secretary

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

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

## JOINT VENTURE TEAMING AGREEMENT

This Teaming Agreement (Agreement) is entered into this 6<sup>th</sup> day of July, 2022 by and between **United Infrastructure Group, Inc.**, with offices at 5562 Pendergrass Boulevard, Great Falls, SC 29055 (hereinafter "Team Leader") and **Reeves Construction Company**, with offices at 250 Plemmons Road, Duncan, SC 29334 (hereinafter "Team Member") individually referred to as "Party" and collectively referred to as the "Parties" or the "Team".

The Parties agree to the following facts:

- a) **South Carolina Department of Transportation (SCDOT)** (the "Owner") is currently considering solicitations for **Bridge Package 14, located in Cherokee County and Bridge Package 15, located in Anderson, Chester, Chesterfield, Lancaster, and Richland counties** (the "Project(s)") and it is understood that the Project(s) will be procured by the Owner.
- b) After carefully considering their unique skills and capabilities with respect to the pursuit of such project(s), the Parties believe that a team effort will enhance the likelihood of their mutual success in obtaining contract(s) from the Owner (the "Prime Contract(s)") and performing the work included in the Project(s).
- c) The Parties agree to act in cooperation with each other to jointly pursue the Project(s) and create the Team structure as a joint venture.
- d) If the Owner decides to award the Prime Contract(s) to the Parties' joint venture, the Parties agree their interests in the joint venture will be **50%** for the Team Leader and **50%** for the Team Member.
- e) The bridge construction work necessary to complete the project will be performed by the Parties, acting as subcontractors to the Team, on a per-site basis. Determination of the Party to perform bridge construction work at each site will be made based upon the final proposed cost of the respective work, at time of bid. Notwithstanding, no Party shall perform bridge work on less than two (2) sites per Project. In the event a Party presents the lowest cost for less than two (2) sites per Project, that Party will be selected to perform bridge work on the two (2) sites with the lowest corresponding cost differential between the Parties.

Accordingly, this Agreement is entered into to establish the rights, interests, and obligations of the Parties in pursuing the award of a contract(s) from the Owner for the Project(s) as a Team as follows:

### ARTICLE 1: PROPOSAL EFFORT

During the term of this Agreement, the Team Leader will be responsible for preparing and submitting statements and proposals in furtherance of the Parties' joint pursuit of the Project(s). The Parties anticipate that the process for procurement will be a Request for Qualifications ("RFQ") inviting Statements of Qualifications ("SOQ") from interested teams, followed by a Request for Proposal ("RFP") phase inviting technical and price proposals (the "Proposal") from shortlisted teams.

Both Parties will provide qualified personnel to assist in preparing the SOQ and, in the event the Team is shortlisted, the Parties will develop and furnish cost, rate, pricing, and technical information for the Proposal. Unless otherwise mutually agreed by the Parties,

the Proposal will be submitted by Team Leader as Managing Party. After submission of the Proposal, the Parties will cooperate with each other in furnishing any additional information and data reasonably required to assist the Owner in its evaluation of the Proposal and shall participate as reasonably required in any negotiations, presentations, additional submittals, or other such activities. Each Party will be solely responsible for the accuracy of the information it provides that is included in the Proposal.

#### **ARTICLE 2: AGREEMENT NEGOTIATION**

The Parties agree to negotiate in good faith to reach agreement on the terms of a commercially reasonable mutually agreeable joint venture agreement with all Project bonds to be provided by the Parties in proportion to their respective joint venture interests prior to submitting a proposal to the Owner.

#### **ARTICLE 3: EXCLUSIVE DEALING AND CONFLICTS OF INTEREST**

The Parties agree to collaborate with each other on an exclusive basis with respect to the Project(s) and not to submit directly or indirectly any other tender or proposal relating to the Project(s) independently or in collaboration with a third party for the duration of the Term of this Agreement in accordance with Article 9 of this Agreement.

#### **ARTICLE 4: COSTS AND EXPENSES**

Except as provided herein to the contrary, each of the parties hereto shall assume its own expenses incurred in preparing and submitting a Proposal in response to the RFQ and RFP and in participating in presentation(s).

#### **ARTICLE 5: AGREEMENT LIMITATIONS**

This Agreement is not intended to create or otherwise recognize an agency, partnership, a joint venture, or formal business organization of any kind, other than a team arrangement as set forth in this Agreement. No Party has the authority or right, nor will any Party hold itself out as having the authority or right, to assume, create or undertake any obligation of any kind whatsoever, express or implied, on behalf of or in the name of any other Party without the express prior written consent of the other Party.

#### **ARTICLE 6: CONFIDENTIALITY**

Each Party shall treat as confidential all information or documents (hereinafter referred to as the "Confidential Information") relating to the Project(s) or to the related business and financial affairs of the other Party, including but not limited to, information or documents relating to sales, trade secrets, customers, industrial and intellectual property, financial and accounting details, employees, and arrangements with suppliers. Proprietary information received by one Party from another will be kept and maintained by the receiving Party in a secure location and under the control of an employee with an obligation and responsibility to maintain its secrecy and who will restrict disclosure of and access to such information to persons with a need to know.

Neither Party may use Confidential Information for any other purpose than for the Project(s) or this Agreement, nor may it disclose Confidential Information without the prior agreement in writing of the other Party during the period of this Agreement and for two (2) years after the termination of this Agreement, unless:

- a) The Confidential Information is in the public domain at the time of the disclosure other than as a result of any breach of this Agreement by the recipient Party; or,
- b) The recipient Party establishes that it had the Confidential Information prior to receipt of such information from the other Party; or,
- c) The Confidential Information was received from a third party not bound by a confidential obligation related to it; or
- d) The Confidential Information is required by law to be disclosed.

The Parties acknowledge that damages may be inadequate compensation for breach of this Article 6. If a Party shows a breach of this Article 6, that Party may restrain, by injunction or similar remedy, any conduct or threatened conduct which is or will be a breach of this Article 6.

Either Party may only make public announcements or statements relating to the Project(s) and the other Party at any time in the form and on the terms previously agreed by the Parties in writing and, where applicable, by the Owner.

#### **ARTICLE 7: INTELLECTUAL PROPERTY**

For this Agreement, "Intellectual Property" means all present and future rights conferred by statute, common law or in equity in any country of the world in or in relation to copyrights (including usage rights), trademarks (registered and unregistered), designs (registered, including applications, and unregistered), patents (including applications), circuit layouts, plant varieties, business and domain names, inventions, trade secrets and other results of intellectual property.

Each Party acknowledges that:

- a) Any Intellectual Property in the other Party's Confidential Information is and remains at all times the exclusive property of the other Party at and from the time of its creation;
- b) It has no right, title, or interest in the other Party's Confidential Information; and
- c) Any Intellectual Property that is created by the Parties in the preparation of the Proposal(s) will be jointly owned by the Parties.

#### **ARTICLE 8: LIMITATION OF LIABILITY**

No Party will be liable to any other Party for any indirect, special, incidental, or consequential damages, such as loss of revenue, cost of capital, loss of business reputation or opportunity, or loss of anticipated profits due to any Party's acts or omissions in performing this Agreement.

#### **ARTICLE 9: AGREEMENT TERM**

Except for the survival provisions hereof, this Agreement shall automatically terminate upon the following events, whichever occurs first, (a) cancellation of the Project(s) by the Owner; (b) award

of the Project(s) to another team; (c) Team Leader and Team Member enter into a joint venture agreement; (d) the Parties are unable to agree upon joint venture agreement terms within a reasonable period of time as outlined in Article 2; (e) notice from Owner that a Party is unacceptable; (f) a Party's filing or failing to discharge an involuntary petition in bankruptcy or reorganization, making a general assignment to creditors, or becoming insolvent; (g) acquisition by or merger with an entity having a conflict of interest with the Team's pursuit or prosecution of the Project(s); (h) mutual agreement of the Parties; (i) elapse on **June 30, 2023**; or (k) either Party reasonably determines not to pursue either or both of the Project(s) based on a significant Project matter such as: the Project financing, the procurement process, or the terms of the Prime Contract and/or proposal are unacceptable. If termination occurs for any of the reasons set forth above in (a), (b), (c), (h), (i), or (k), neither Party may compete for the Project(s) or otherwise participate in the Project(s) unless otherwise agreed in writing by the other Party.

#### **ARTICLE 10: DISPUTE RESOLUTION**

Any and all disputes that arise for items contemplated under this Agreement (whether arising in contract, tort, or otherwise, and whether arising at law or in equity, each a "Dispute") shall be resolved in accordance with the following procedures:

- a) First, the project managers of each Party shall promptly meet (whether by phone, virtual, or in person) in a good faith attempt to resolve the Dispute within ten (10) business days of the project managers' initial meeting;
- b) Second, if the Dispute is still unresolved after commencement of the negotiations described in Article 10(a) above, then the Dispute shall be referred to senior management of each of the Parties, who shall endeavor in good faith to reach an amicable resolution of the Dispute within ten (10) business days of the referral to them, and then immediately implement any such resolution;
- c) Third, if the senior management of the Parties described in clause 10(b) are unable to resolve the Dispute within the ten (10) business day period, the Parties shall immediately proceed to binding arbitration in accordance with the Construction Industry Arbitration Rules of American Arbitration Association then in effect.

#### **ARTICLE 11: MISCELLANEOUS**

The Parties agree that **David Michael Grey** and C Robert Loar have the authority to execute the Prime Contract(s) on behalf of the contemplated joint venture.

This Agreement constitutes the entire agreement between the Parties and supersedes any previous oral or written understandings, commitments, or agreements. No changes may be made in this Agreement without the written agreement of duly authorized representatives of each of the Parties.

Each Party agrees that it shall not pay, promise, offer or authorize payment of anything of value (in any form) to any person or organization either directly or indirectly (through an agent, representative, subcontractor or other third party) to obtain or retain business without notifying the other Parties in writing; and, in no event whenever such payment, promise, offer or authorization is contrary to applicable law. Each Party agrees to comply with all applicable laws and regulations.

The agreement of each of the Parties to work together on the Project(s) includes each of their

subsidiaries, related or affiliated entities. Subject to the terms of this Agreement, the Parties shall work exclusively together until the receipt of a notice from the Owner that the Statement of Qualification or Proposal for the last Bridge Package for which such notice is received, that the Parties have mutually agreed to pursue is not successful, or upon mutual agreement in writing between the Parties to waive the exclusivity provisions of this Agreement.

Any publicity or advertising in connection with the Project(s) as a result of this Agreement shall not be released by any Party if such release mentions the name of any other Party without the prior written consent of such Party. No Party shall unreasonably withhold such consent.

The Parties agree that Owner may require disclosure of this Agreement.

Each Party shall keep the other Party fully and promptly informed of all events and matters affecting or relating to this Agreement and shall promptly give all relevant information and cooperation properly requested by the other Party.

The failure of any Party to enforce or to require performance by the other Party of any of the provisions of this Agreement will not be construed to be a waiver of such provision, affect the validity of this Agreement or any of its parts, or jeopardize the right of any Party thereafter to enforce each and every provision of this Agreement.

This Agreement is not assignable by any Party.

This Agreement shall be governed by and construed under the laws of the State in which the Project will be built.

The Parties have, through their duly authorized representatives, executed this Agreement effective as of the day and year indicated in the first paragraph.

**Team Leader:**

**United Infrastructure Group, Inc.**



By: D. Michael Grey

Title: VP & Chief Business Officer

**Team Member:**

**Reeves Construction Company, Inc.**



By: C Robert Loun

Title: Vice President

# 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:

X Determined that no potential organizational conflict of interest exists.

       Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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

D. Michael Grey  
Signature

10/17/22  
Date

D. Michael Grey  
Print Name

United Infrastructure Group, Inc.  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

Determined that no potential organizational conflict of interest exists.

Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

N/A

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

N/A



Signature

10-14-22

Date

C Robert Loor

Print Name

Reeves 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

# 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

October 17, 2022  
Date

Brian K. Skinner, PE

Print Name

Rummel, Klepper, & Kahl, LLP

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

United Infrastructure Group-Reeves Construction Company-Joint Venture (United-Reeves JV) (Contractor) and Rummel, Klepper & Kahl, LLP (RK&K) (Lead Designer) do not hold any of the information in this submittal as confidential or proprietary.

# Appendix G

## Addendum Receipt Forms

N/A



**UNITED**  
INFRASTRUCTURE GROUP, INC.



**REEVES**



A COLAS COMPANY



# Appendix H

## Key Individual and Contractor/Designer Reference Forms



## References from Key Individual Resume Forms

Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
<a href="mailto:bishopka@scdot.org">bishopka@scdot.org</a>	Kimberly	Bishop	Duane Eddie Lightsey	SCDOT I-85 over Rocky Creek, Greenville County	Construction Manager	United
<a href="mailto:braggik@scdot.org">braggik@scdot.org</a>	Jared	Bragg	Duane Eddie Lightsey	SCDOT I-77 Catawba River Bridge Emergency Replacement, York County	Construction Manager	United
<a href="mailto:gaffneysh@scdot.org">gaffneysh@scdot.org</a>	Sarah	Gaffney	Duane Eddie Lightsey	SCDOT US-21 over Harbor River Bridge Replacement, Beaufort County	Construction Manager	United
<a href="mailto:ahoenig@dot.ga.gov">ahoenig@dot.ga.gov</a>	Andrew	Hoening	Duane Eddie Lightsey	GDOT SR-204 Spur (Diamond Causeway) over Skidaway Narrows, Chatham County	Construction Manager	United
<a href="mailto:robsamm@hargray.com">robsamm@hargray.com</a>	Rob	McFee (retired)	Duane Eddie Lightsey	Beaufort County SC-802 Bridge over Beaufort River	Construction Manager	United
<a href="mailto:braggik@scdot.org">braggik@scdot.org</a>	Jared	Bragg	Felipe Petzold Garcia Rosa	SCDOT I-77 Catawba River Bridge Emergency Replacement, York County	Project Engineer	United
<a href="mailto:gaffneysh@scdot.org">gaffneysh@scdot.org</a>	Sarah	Gaffney	Felipe Petzold Garcia Rosa	SCDOT US-21 over Harbor River Bridge Replacement, Beaufort County	Project Engineer	United
<a href="mailto:rwbaucom@ncdot.gov">rwbaucom@ncdot.gov</a>	Rick	Baucom	Felipe Petzold Garcia Rosa	Monroe Expressway	Structures Construction Engineer	United
<a href="mailto:sthigpen@charlestoncounty.org">sthigpen@charlestoncounty.org</a>	Steve	Thigpen	Felipe Petzold Garcia Rosa	Northside & Future Dr	Field Engineer	United
<a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>	Michael	Pitts	Christopher Eric Jordan	SCDOT Closed and Load Restricted Bridge Design-Build Package 2021-1	Design Manager	Reeves/RK&K
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Brad	Reynolds	Christopher Eric Jordan	SCDOT Closed and Load Restricted Bridge Design-Build Package 2020-1	Assistant Design Manager	Reeves/RK&K
<a href="mailto:barkerjp@scdot.org">barkerjp@scdot.org</a>	Julie	Barker	Christopher Eric Jordan	SCDOT US 378 Bridge Replacement over Little River	Program Manager	SCDOT
<a href="mailto:barkerjp@scdot.org">barkerjp@scdot.org</a>	Julie	Barker	Christopher Eric Jordan	Berkeley Drive Pedestrian Bridge over US 123	Program Manager	SCDOT
<a href="mailto:caverja@scdot.org">caverja@scdot.org</a>	Jon	Caver	Christopher Eric Jordan	S-88 Bridge over Stevens Creek	Program Manager	SCDOT
<a href="mailto:braggik@scdot.org">braggik@scdot.org</a>	Jared	Bragg	Gregorio Junior Arias	SCDOT I-77 Catawba River Bridge Emergency Replacement, York County	Structures Superintendent	United
<a href="mailto:jeremy.gilbert@bmwmc.com">jeremy.gilbert@bmwmc.com</a>	Jeremy	Gilbert	Gregorio Junior Arias	LC-X Bridge Project	Superintendent	United
<a href="mailto:fernando.gomez@dot.state.do.us">fernando.gomez@dot.state.do.us</a>	Fernando	Gomez	Gregorio Junior Arias	Suncoast Parkway 2	Assistant Superintendent	Lane Construction Corporation
<a href="mailto:ben.dreiling@cfxway.com">ben.dreiling@cfxway.com</a>	Ben	Dreiling	Gregorio Junior Arias	Berkeley Drive SR 408 Widening from Sr 417 to Alafaya Trail Bridge over US 123	Foreman	Lane Construction Corporation
<a href="mailto:ben.dreiling@cfxway.com">ben.dreiling@cfxway.com</a>	Ben	Dreiling	Gregorio Junior Arias	SR 528/Innovation Way Interchange	Foreman	Lane Construction Corporation



Email	First Name	Last Name	Company Name	Project Name	Team
<b>References from 3.3.1 - Not shown in Work History</b>					
<a href="mailto:heapebw@scdot.org">heapebw@scdot.org</a>	Brian	Heape	SCDOT	Emergency Bridge Package 2018-1, Dillon & Orangeburg	United/Reeves
<a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>	Michael	Pitts	SCDOT	SCDOT Closed & Restricted Bridge Package 2021-1 D-B	United/RK&K
<a href="mailto:mathismw@scdot.org">mathismw@scdot.org</a>	Mark	Mathis	SCDOT	SCDOT Closed & Restricted Bridge Package 2021-1 D-B	United/RK&K
<b>References from 3.5.1 - Not shown in Work History</b>					
<a href="mailto:rob.cousins@summitde.net">rob.cousins@summitde.net</a>	Rob	Cousins	Summit	Monroe Bypass D-B	United/Reeves/RK&K
<a href="mailto:mcwatson@ncdot.gov">mcwatson@ncdot.gov</a>	Malcolm	Watson	NCDOT	Monroe Bypass D-B	United/Reeves/RK&K
<a href="mailto:heapebw@scdot.org">heapebw@scdot.org</a>	Brian	Heape	SCDOT	Emergency Bridge Package 2018-1, Dillon & Orangeburg	United/Reeves
<a href="mailto:pittsme@scdot.org">pittsme@scdot.org</a>	Michael	Pitts	SCDOT	SCDOT Closed & Restricted Bridge Package 2021-1 D-B	United/RK&K
<a href="mailto:greenfk@scdot.org">greenfk@scdot.org</a>	Keith	Green	SCDOT	Bridge Replacement Package D, Coleton, Charleston, Jasper	United
<a href="mailto:redfearnwt@scdot.org">redfearnwt@scdot.org</a>	William	Redfearn III	SCDOT	Bridge Replacement Package 4 - Kershaw, Richland and Williamsburg Counties	United
<a href="mailto:heapebw@scdot.org">heapebw@scdot.org</a>	Brian	Heape	SCDOT	Emergency Bridge Package 2018-1, Dillon & Orangeburg	United
<a href="mailto:dgwaugh1@ncdot.gov">dgwaugh1@ncdot.gov</a>	Daniel	Waugh	NCDOT	NC 133 over ICWW, Brunswick Co., NC	Reeves
<a href="mailto:tbruton@ncdot.gov">tbruton@ncdot.gov</a>	Teresa	Bruton	NCDOT	26 NCDOT D-B Projects (\$2.4B), including 70 Low Volume bridges	RK&K
<a href="mailto:tbruton@ncdot.gov">tbruton@ncdot.gov</a>	Teresa	Bruton	NCDOT	>50 NCDOT DBB bridge replacements	RK&K
<b>References from Work History Forms and 3.5.1</b>					
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Brad	Reynolds	SCDOT	SCDOT Closed & Restricted Bridge Package 2020-1 D-B	Reeves/RK&K
<a href="mailto:hodgesjt@scdot.org">hodgesjt@scdot.org</a>	Jeremy	Hodges	SCDOT	SCDOT Closed & Restricted Bridge Package 2020-1 D-B	Reeves/RK&K
<b>References from 3.5.2 ( c ) - Appendix C</b>					
<b>UIG</b>					
<a href="mailto:parissl@scdot.org">parissl@scdot.org</a>	Shane	Parris	SCDOT	Federal Aid Bridge Replacement Package E	United
<a href="mailto:ahoenig@dot.ga.gov">ahoenig@dot.ga.gov</a>	Andrew	Hoenig	SCDOT	FY 17 Bridge Replacement Project (Batch 1)	United
<a href="mailto:ahoenig@dot.ga.gov">ahoenig@dot.ga.gov</a>	Andrew	Hoenig	SCDOT	FY 17 Bridge Replacement Project (Batch 2)	United
<b>RK&amp;K</b>					
<a href="mailto:david.hoppenjans@drba.net">david.hoppenjans@drba.net</a>	David	Hoppenjans	Delaware River & Bay	DRBA Bridge 6	RK&K



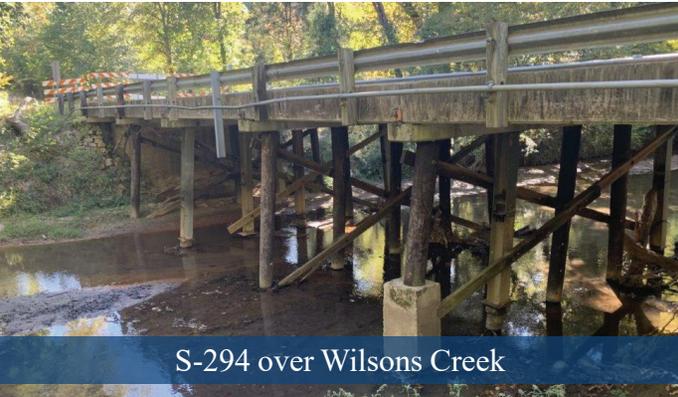
# Appendix I Unique Entity ID Documentation

N/A





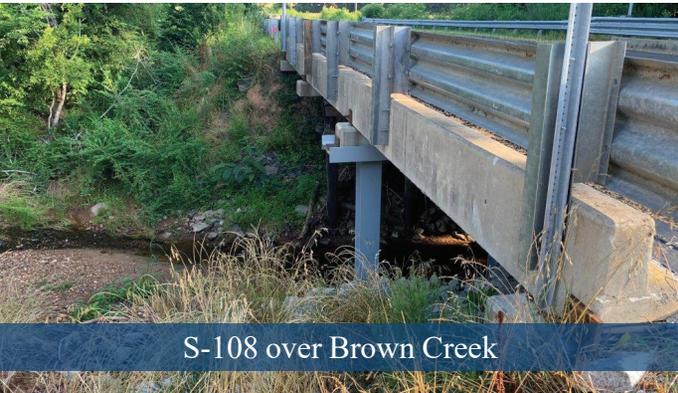
# Statement of Qualifications



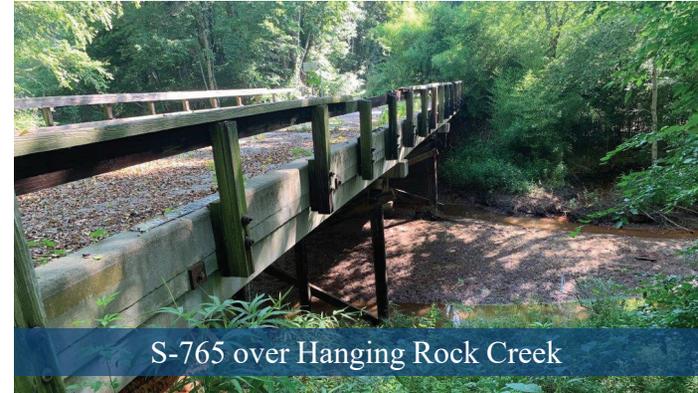
S-294 over Wilsons Creek



S-53 over Little Rocky Creek



S-108 over Brown Creek



S-765 over Hanging Rock Creek

 5562 Pendergrass Boulevard  
Great Falls, SC 29055

 803.581.6000  [www.uig.net](http://www.uig.net)