



I-26 at I-95

Interchange Improvement

Design-Build Project

Project ID P036877

Dorchester & Orangeburg Counties



Submitted by:



JE INFRASTRUCTURE
CONSULTING & ENGINEERING

January 30, 2023

Navigation

This document includes several links for ease of reference

Blue Bold, Underlined Text

is placed on items with links to various items in the appendix.

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INTRODUCTION (RFQ 3.2)

Contracting Entity (RFQ 3.2.1):

Archer Western Construction, LLC (AWC) will be the contracting entity and is the open shop subsidiary of The Walsh Construction Group. This 4th generation family-owned company is in its 125th year of operation. Infrastructure Consulting & Engineering, PLLC

(ICE) will lead AWC's design team. Additional team members providing critical support in key subcontracting roles are United Infrastructure Group (UIG), Banks Construction Company (Banks), and Palmetto Paving Corp (Palmetto) and subconsultant Arcadis who will be responsible for providing complex bridge independent peer reviews.

CONTRACTING ENTITY CONTACT INFO.

Archer Western Construction, LLC

Jeremy Haines

11000 Regency Parkway, #100, Cary, NC 27518
(919) 463-6772


Email: jhaines@walshgroup.com

PROJECT MANAGEMENT OFFICE

Design: 146 Fairchild Street, Charleston, SC 29492

Construction: Onsite trailer or storefront near project

Proposer's Point of Contact for Procurement (RFQ 3.2.2):

 <p>David Pupkiewicz, FDBIA 1021 Briargate Circle Columbia, SC 29210 (P) (404) 721-5050 dpupkiewicz@walshgroup.com</p>	 <p>Andy Gillis, PE 110 Midlands Court West Columbia, SC 29169 (P) (803) 319-1297 andy.gillis@ice-eng.com</p>
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Full Legal Name of Lead Contractor and Lead Designer (RFQ 3.2.3):

- The full legal name of the Lead Contractor: **Archer Western Construction, LLC**
- The full legal name of the Lead Designer: **Infrastructure Consulting & Engineering, PLLC**

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

Archer Western Construction, LLC




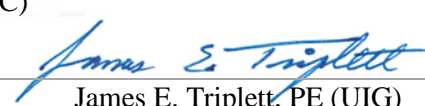
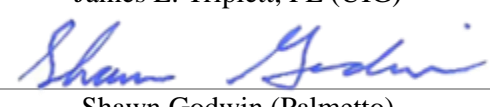
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Infrastructure Consulting & Engineering, PLLC

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Commitment Statement (RFQ 3.2.5):

The signatures below represent a pledge by an executive of each firm that the Key Personnel in the organizational chart, along with other personnel and major subcontractors critical to the success of the Project, are committed to meeting SCDOT's quality and schedule expectations and each person is available for the duration of the Project.

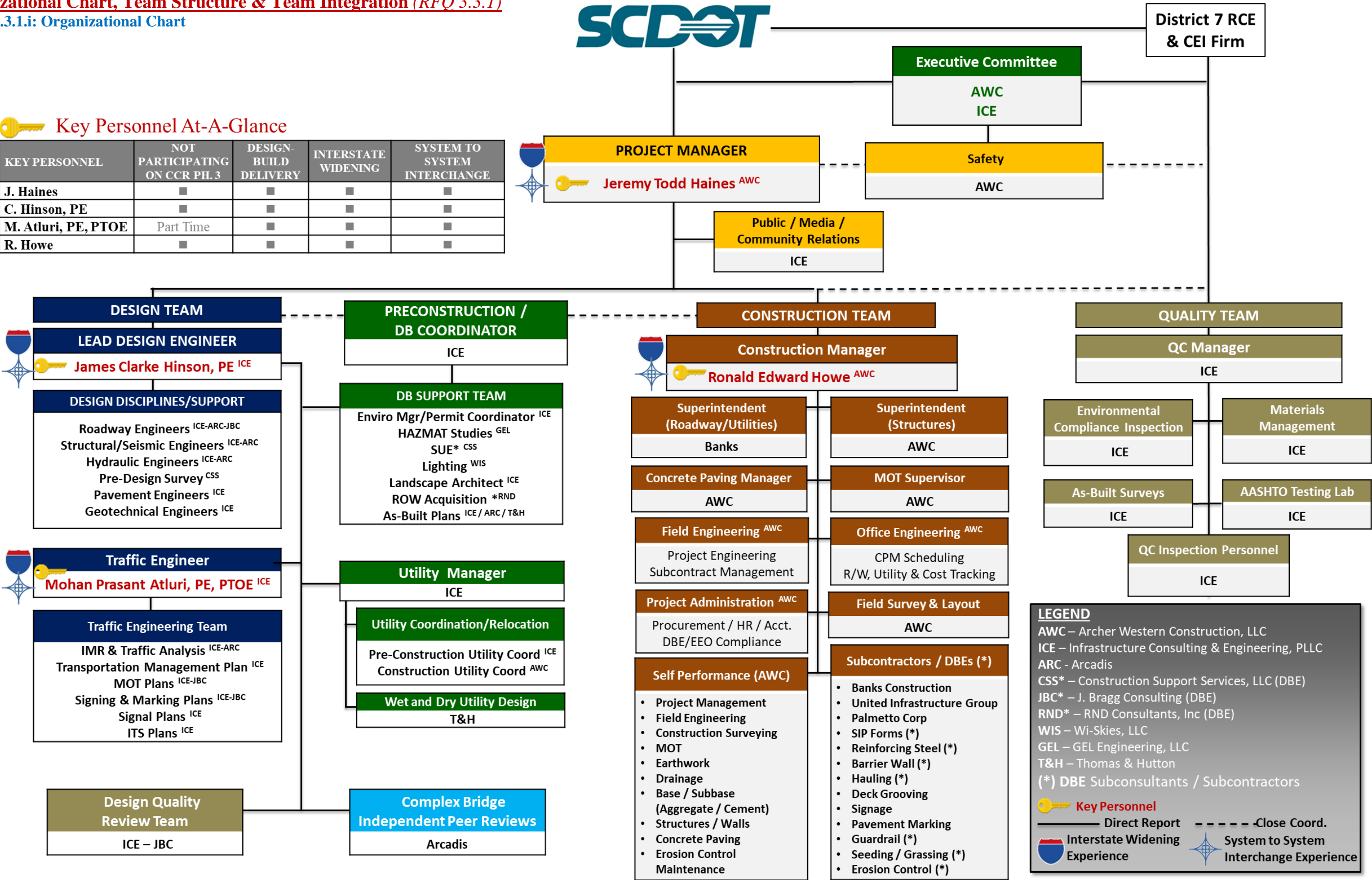
  <p>Elham Farzam, PE (ICE) Reid Banks (Banks)</p>	   <p>Andrew M. Douglas, PE (AWC) James E. Triplett, PE (UIG) Shawn Godwin (Palmetto)</p>
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TEAM STRUCTURE AND PROJECT EXECUTION (RFQ 3.3)

Organizational Chart, Team Structure & Team Integration (RFQ 3.3.1)
Figure 3.3.1.i: Organizational Chart

Key Personnel At-A-Glance

KEY PERSONNEL	NOT PARTICIPATING ON CCR PH.3	DESIGN-BUILD DELIVERY	INTERSTATE WIDENING	SYSTEM TO SYSTEM INTERCHANGE
J. Haines	■	■	■	■
C. Hinson, PE	■	■	■	■
M. Atluri, PE, PTOE	Part Time	■	■	■
R. Howe	■	■	■	■



Significant Functional Relationships & Working as an Integrated DB Team

The AWC Team's organization has been optimized to facilitate timely and effective communication among all personnel. It presents clear, logical,

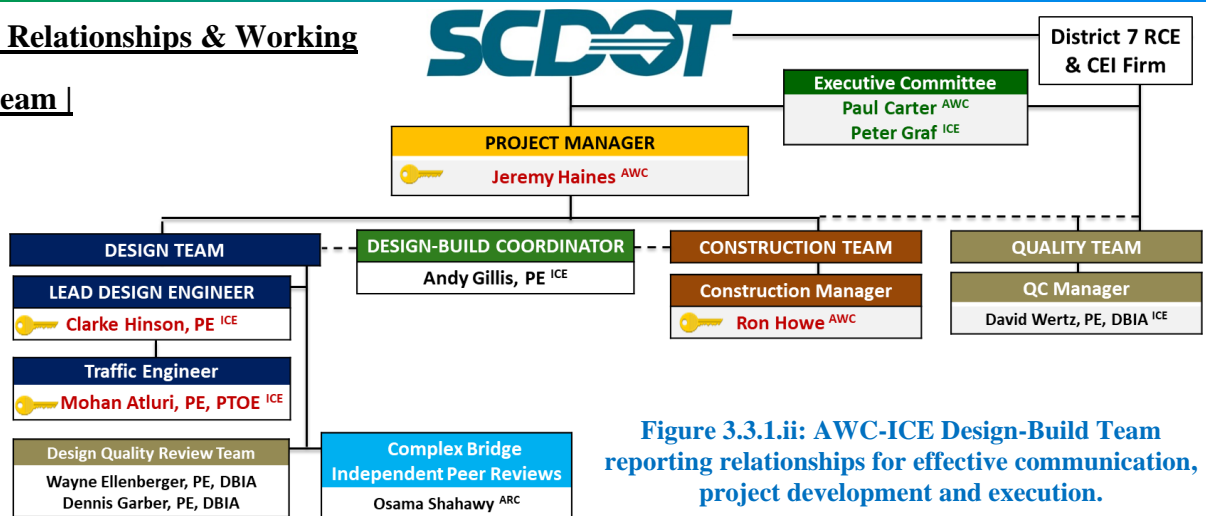


Figure 3.3.1.ii: AWC-ICE Design-Build Team reporting relationships for effective communication, project development and execution.

reporting relationships with SCDOT at the peak of the hierarchy. The AWC Leadership Group will report directly to SCDOT through [Project Manager, Jeremy Haines](#). He will be the primary interface with SCDOT and will directly manage the design and construction functions by facilitating weekly progress meetings and monitoring the Project's development and execution. Jeremy will be responsible for the Project's delivery and will rely on the Lead Design Engineer and Construction Manager to effectively coordinate with their respective teams. These Key Individuals will communicate with all project staff throughout the design and construction. Jeremy will have authority to make final decisions and resolve issues in collaboration with the team's **Executive Committee**. Should we be awarded CCR Phase 3 the Executive Committee will be comprised of Paul Carter, (AWC Senior Vice President) and Peter Graf, PE, SE (ICE Executive Vice President) who will provide further assurance to SCDOT that the team achieves the overall goal of delivering a high-quality project safely and within budget and schedule commitments. If we are unsuccessful on CCR Phase 3, then the Executive Committee will include Andy Douglas (AWC Carolinas Vice President) and Elham Farzam, PE (ICE President).

Key Individual and [Lead Design Engineer, Clarke Hinson, PE \(ICE\)](#) will directly report to Jeremy. He will manage all design engineering functions through the assigned discipline leaders who are licensed professionals and experts in their respective fields. This will include design leads for roadway, drainage, structures, geotechnical design, and traffic. Clarke will coordinate closely with the internal Design Quality Review Team who will review designs for accuracy and ensure submittals are provided on time. As further assurance, the AWC Team includes **Arcadis as an independent review firm**. With a focus on complex bridge design, Arcadis will check that all standards are met, policies are followed, and plans are compliant. Clarke will also oversee subconsultants who will provide specialty and support services to supplement and enhance the Design Engineering Team. Additionally, [Traffic Engineer Mohan Atluri, PE, PTOE](#) will report directly to Clarke and will lead a traffic engineering team responsible for traffic and MOT deliverables.

Construction Manager Ron Howe will oversee all construction activities. He will manage the construction crews including superintendents, concrete paving, MOT managers, field surveyors, field and office engineers, project administrators and subcontractors. Ron will report directly to Jeremy and will coordinate with the Contractor’s Quality Control Team Manager, **David Wertz, PE, DBIA (ICE)**. Practical lines of communication will run between design and construction through the **DB Coordinator, Andy Gillis, PE (ICE)**, who will facilitate the integration and interaction between the design and construction teams.

Design & Construction Team Integration | Project progress meetings are assembled by discipline, including design, construction, quality, safety and environmental. We will implement a “zipper strategy,” pairing designers with their construction personnel counterparts for our design finalization process. The design leads with ICE are paired with the AWC’s

DESIGN REPRESENTATIVE	CONSTRUCTION REPRESENTATIVE
Roadway Design Lead	Roadway Superintendent
MOT Design Lead	MOT Supervisor
Structures Design Lead	Structures Superintendent
Utilities Design Lead	Utilities Coordinator
Drainage Design Lead	Drainage Project Engineer
Environmental Design Lead	Environmental Compliance Manager

“Zipper” Strategy for Design/Construction Integration

construction disciplines, superintendents, and estimating team in a series of “deep dive” sessions to review design alternatives and receive feedback on material availability and constructability of the proposed design. The engineers will gain valuable insight into construction techniques, and the construction personnel will help shape the design. This technique was successfully deployed on numerous successfully completed DB projects. The transition from the design phase to the construction phase will require these “deep dive” sessions to focus from design completion to construction activity pre-task/work plan development. Engineers and superintendents are involved in the construction pre-task planning and activity work plan development. These planning activities are interactive and serve to confirm decisions made during the design/constructability review process.

Prior Working Relationships | *Firms*: The personal and professional relationships of our Team dates back 15 years and have resulted in working relationships with a clear purpose, mutual understanding, and commitment to resolving issues as an integrated team on complex projects. With a combined total value of more than \$2.7 billion, the 12 most relevant projects where our relationships were formed and fostered are included in **Table 3.3.1**.

Table 3.3.1 Firms Prior Working Relationship			
Project Value	REF *	Firms	
Project Type (DB: Design-Build, DBB: Bid-Build, DBF: Financed)		AWC	ICE
Project Owner, Project Name, Project Duration			
\$127M DB: SCDOT Carolina Crossroads Phase 2 2021-2025	1	■ ¹	■ ¹
\$207M DB: SCDOT Carolina Crossroads Phase 1 2021-2025	2	■ ¹	■ ¹
\$465M DB: SCDOT I-26 Widening (MM 85-101) 2019-2024	3	■ ¹	■ ¹
\$26M DB: SCDOT SC 277 Bridge Replacement 2018-2020	4	■ ¹	■ ¹
\$91M DB: SCDOT I-77 Widening/Rehabilitation 2015-2018	5	■ ¹	■ ¹
\$74M DBB: SCDOT I-85 Reconstruction (MM 69-77) 2017-2019	6	■ ¹	■ ³
\$469M DB: NCDOT NC 540 Western Wake Freeway 2008-2013	7	■ ¹	■ ¹
\$651M DBF: GDOT Northwest Corridor Express Lanes 2013-2018	8	■ ¹	■ ³
\$48M DB: GDOT I-285 Eastside Bridge Replacements 2021-2023	9	■ ¹	■ ¹
\$688M DBF GDOT I-285/I-20 East Interchange 2022-2026	10	■ ¹	■ ¹
\$187M DBB: SCPA HLT 2019-2021	11	■ ²	■ ³
\$305M DBB: NCDOT I-26 Reconstruction 2019-2024	12	■ ¹	■ ³
* References are provided in Appendix H ■ Indicates personnel experience while with a previous firm. ¹ Lead Contractor/Designer ² Subcontractor/Subconsultant ³ Quality Control/Design Reviews/Inspection/VE			

Key Individuals: Key Individuals proposed for the Project were integral participants on similar projects requiring integrated teaming arrangements and cohesiveness that is crucial to project success. Jeremy and Clarke began their working relationship in 2017 on the GDOT I-16/I-95 DB pursuit collaborating closely on design and construction strategies and ATCs. Jeremy participated on the \$304M NC I-26 Reconstruction and \$651M Northwest Corridor Express Lanes. Clarke and Mohan are currently working on GDOT's \$688M I-285/I-20 East Interchange project which is being built by AWC and Charleston County's \$195M US 17/Main Road Interchange and Widening project completing the deliverables required for procurement of the DB contract. Ron Howe's assignments on the SCDOT \$465M I-26 Widening (MM 85-101) and the \$894M KYTC Ohio River Bridges Downtown Crossing has prepared him to be an effective Construction Manager for this Project. All of these projects require(d) teaming arrangements that support trust, commitment, and accountability to ensure success. Jeremy, Clarke, Mohan, and Ron have all participated in partnering sessions to maintain unity throughout project design and construction.

Project Resources, Strategies, and Execution (RFQ 3.3.2)

Team's Capacity and Available Personnel Resources /

AWC-ICE Team offers a fully integrated design team led by ICE whose available in-house design resources are bolstered by Arcadis who will provide traffic engineering support, roadway/drainage design and act as the Independent Peer Review firm for Complex Structures from its Raleigh, NC (24 FTEs) and Atlanta, GA (362 FTEs). The Design Team is also assisted by reputable long-time partners including CSS (Survey and SUE), Thomas & Hutton ("Wet Utility" Design) and Wi-Skies (Lighting) as well as a host of specialty firms including, J. Bragg and GEL. The Design Team has evaluated the resources required to complete the final design and expects to complete all final design work by June 2025 (18 months from NTP). The design resources (in equivalent number of FTEs) for various design disciplines and the contributing design team members will provide the needed resources as shown in **Figure 3.3.2.i** and **Table 3.3.2.i**.

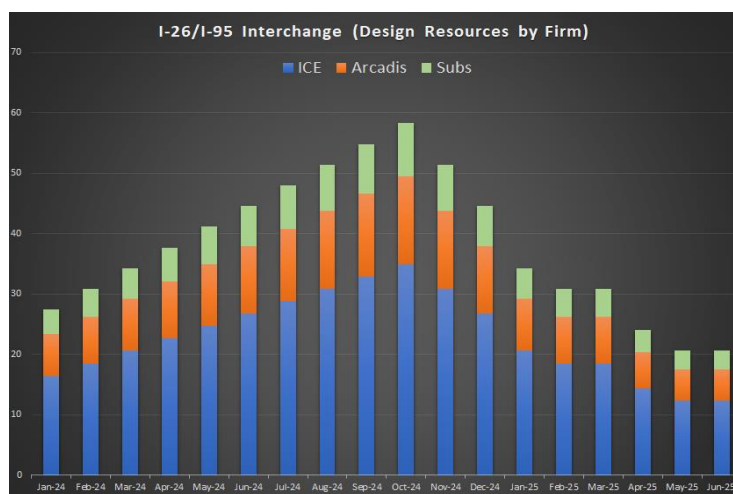


Figure 3.3.2.i – Estimated Monthly FTEs

TABLE 3.3.2.i					
ICE Design Resources (SC / NC / GA Offices) in FTEs					
Contractor's Personnel	Total	CCR3*	Other	Avail	26/95
Project Managers	15	3	8	4	2 to 4
Roadway Engineers/CAD	39	12	18	9	4 to 6
Structural Engineers/CAD	32	12	12	8	4 to 8
Drainage Engineers / CAD	18	8	6	4	2 to 4
Geotechnical Engineers	16	6	4	6	3 to 6
Traffic Engineers	7	2	2	3	1 to 2
Environmental Scientists	7	2	3	2	1 to 2
Pavement Engineers	4	1	1	2	1
Utility Coordinators	8	2	4	2	1
Total	146	48 Avg.	58	40	19 low 32 Peak
(*) Assumes award of CCR Phase 3 to the AWC Led JV.					

The design team will be led by [Clarke Hinson, PE](#), who is in the ICE Charleston office. He is currently Lead Design Engineer on two major interchange projects, and he is not involved in the pursuit, nor will he be involved if our team is successful on the Carolina Crossroads Phase 3 project. Clarke's role as the Lead Design Engineer for the Main Road (Segment A) / US 17 Interchange Project (\$150 Million) will be completed prior to shortlist of the Project, and his full-time involvement on GDOT I-285/I-20 East Interchange Project (\$688 Million) will be completed prior to this Project's award. Other design team key staff availability is shown in [Table 3.3.2.ii](#).

Strategy for Implementation of Resources & Tasks Team Members will Self-Perform:

The Archer Team has reviewed the information that is available for this Project and has made a preliminary estimation of the equipment and personnel resources required for management and self-performed construction activities. Table 3.3.2.ii includes the design tasks ICE will self-perform along with value and availability of the responsible parties:




Table 3.3.2.ii - ICE DESIGN TEAM AVAILABILITY CHART		
Self-Performed Task <i>Location of Staff</i>	 Value / Availability	CCR 3 Pursuit and Execution
Lead Design Engineer:  Clarke Hinson, PE <i>Charleston, SC</i>	<ul style="list-style-type: none"> ✓ Manages design services in ICE Charleston office and is <u>not</u> committed to any current SCDOT DB projects or pursuits. ✓ Ample availability to devote to project design and oversee all design disciplines. 	No Involvement
Structures / Roadway / Hydro & Hydraulic <i>Raleigh, NC</i>	<ul style="list-style-type: none"> ✓ Same structures and roadway team from SCDOT's US 15 over Indian Field Swamp Bridge Replacement DB project also located in District 7. ✓ This team is <u>not</u> assigned any tasks on current SCDOT DB projects. 	No Involvement
 Traffic Engineer: Mohan Atluri, PE, PTOE <i>W. Cola., SC / Tampa, FL</i>	<ul style="list-style-type: none"> ✓ Developed SCDOT approved IMR modifications on the SCDOT CCR Phase 1 & 2 interchange projects. ✓ Works part-time in ICE's West Columbia office to serve in a non-key role on the CCR Phase 3 pursuit on an as-needed basis. ✓ Ample availability to provide required traffic engineering services. 	Yes. Non-Key Role
Geotechnical Exploration and Design: <i>W. Cola., SC / Raleigh, NC</i>	<ul style="list-style-type: none"> ✓ With a division of 20 professionals and 3 crews of foundation drilling equipment, these services can be performed, and reports submitted immediately upon request. 	Yes. Non-Key Role
Pre-Construction Utility Coordination <i>Charleston</i>	<ul style="list-style-type: none"> ✓ Assigned Utility Manager, Jason McNaughton, with an experienced support team of four utility coordinators, has completed major tasks on current projects. ✓ Available for the Project immediately. 	No Involvement
Public / Community Relations <i>W. Cola.</i>	<ul style="list-style-type: none"> ✓ Current SCDOT DB projects have 3rd party Public Relations Teams and ICE PR Officer, Lynda Monroe, is providing support for press releases, meetings, and graphics which allows ample time for the I-26 / I-95 Interchange. 	Yes. Support Only
Environmental Permitting & Compliance <i>W. Cola & Charleston</i>	<ul style="list-style-type: none"> ✓ All permitting is complete on current SC DB projects assigned. ✓ Compliance tasks on current projects are scheduled and will not reduce availability for I-26 / I-95 Interchange. 	Yes. Non-Key Role
Design Quality Control Certified DBIA Personnel <i>Austin, TX & Greenville, SC</i>	<ul style="list-style-type: none"> ✓ Design QC reviews will be performed by Wayne Ellenberger, PE, DBIA and Dennis Garber, PE, DBIA both experts in DB, SCDOT practices and procedures, and FHWA policies. 	No Involvement
Contractor QC Inspections Certified DBIA Personnel <i>Charleston</i>	<ul style="list-style-type: none"> ✓ QC Manager, David Wertz, PE, DBIA, has no other SCDOT DB assignments and will oversee construction inspection and testing services. 	No Involvement

Table 3.3.2.iii illustrates that AWC’s ample in-house construction resources are readily available to complete this Project on time. These numbers will be further refined during the pursuit using a story-boarding planning process to determine the critical path and number of crews. AWC is supported by the Walsh equipment organization which currently maintains a fleet of over 6,000 pieces (over 1,200 in the SE) of yellow iron. This does not include other projects (i.e., I-26, CCR 1 and CCR 2) which are being delivered using Joint Venture entities who purchase and maintain their own fleets. In addition to the AWC-owned construction equipment available, we have multiple local/national agreements with equipment rental companies throughout the country to address any short-term needs. AWC will relocate staff and equipment resources currently in place on two major NC project to complete this Project. If the AUBJV is unsuccessful in its pursuit of the Carolina Crossroads Phase 3, additional resources will be relocated from projects in Columbia area as they are completed.

TABLE 3.3.2.iii			
Archer Western Team Resources			
Equipment	Total	Need	Avail.
Cranes	52	4	28
Pile Hammers	9	2	7
Bidwell Pavers	31	2	14
Roller Compactors	12	4	11
Excavators	42	6	36
Dozers	25	6	12
Loaders	39	12	20
Lowboys/Flatbed	14	1	7
Water Trucks	18	2	10
Motor Graders	14	4	11
Contractor’s Personnel	Total	Need	Avail.
Project Managers	14	1	5
Admin./Eng./Proj. Controls	27	5	14
Superintendents	22	5	11
Foreman	46	14	28
Craft/Skilled	1408	100	436
Plant & Paving Crews	15	2	6

Construction Tasks w/ Firms Responsible	AWC	BNKS	UIG	PAL
Table 3.3.2.iv				
Project Management	■			
Construction Management	■			
Construction Engineering	■			
Concrete Paving	■			
Retaining Walls	■			
Bridges & Walls	■		■	
Environmental Compliance	■	■		■
Construction Surveying	■	■		■
Maintenance of Traffic	■	■		
Grading & Drainage	■	■		■
Base & Subbase		■		■
Wet Utilities		■		■

The preliminary list of work that AWC will self-perform is shown in **Table 3.3.2.iv**. Subcontractors including dedicated team members Banks, UIG, and Palmetto, will be utilized to perform tasks such as asphalt paving, bridge demolition, earthwork, and storm drainage installation. The addition of these key subcontractors bolsters the team’s resources and provides SCDOT the confidence the project will be completed on time.

Benefits of Team’s Geographical Location:

During the **pre-construction phase** AWC’s project management will **co-locate** with ICE design staff in Charleston, a **DBIA best Practice**, to oversee the design development (see **Figure 3.3.2.ii**). The staff that will co-locate as part of AWC’s regional team exclusively focused on heavy civil transportation projects in North and South Carolina and are familiar with the local geotechnical and environmental challenges.







Figure 3.3.2.ii – Layout of ICE’s Charleston Office (Suite 200) with co-located AWC’s Project Personnel (Suite 201) (Currently Under Renovation)

During construction, AWC will bring their interchange and bridge construction, interstate MOT, erosion and sediment control, and WZITS experience gained on projects within the region to bear. Key subcontractors UIG and Palmetto have locations in central and eastern SC and Banks is headquartered in Charleston, approximately 60 miles from the site. With over 2,250 staff members located throughout the southeast region and over 350 staff members in SC and NC, AWC boasts a deep roster of experienced professionals to support the Project. The Project site is located between AWC's Carolinas regional office in Cary, NC and its national corporate headquarters in Atlanta, GA. Executive staff from both offices routinely visit project sites within SC, helping to ensure executive oversight of operations and providing additional direct lines of communication with Owners.



EXPERIENCE OF KEY INDIVIDUALS (RFQ 3.4)

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

Key Individual Role Name	Representative Project Experience
 Project Manager – Jeremy Haines Jeremy has more than 23 years of experience in all aspects of managing highway transportation projects including several large DB urban interchange projects. Jeremy is directly responsible for all aspects of operations, including the establishment of management systems, close supervision over projects in progress, direct supervision of project management staff, preconstruction servicing and estimating, design management, value engineering, scheduling, and the preparation of quality control programs.	<ul style="list-style-type: none"> \$304M NC I-26 Reconstruction \$651M GA NW Corridor Express Lanes \$193M FL I-95/I-4 Interchange \$10M GA I-285 Multi-Purpose Pedestrian Bridge <p>**No Involvement in CCR3 Pursuit or Execution**</p>
 Lead Design Engineer – Clarke Hinson, PE Clarke has been involved with numerous system to system and service interchange reconfiguration projects through the DB method of project delivery. He is currently serving as a Lead Design Engineer on two significant interchange projects. He oversees a team of engineers/designers, coordinates with subconsultants, and ensures projects are completed timely and cost-effectively. Clarke's experience includes developing conceptual layouts, establishing proposed roadway geometry, preparing preliminary plans through final construction plans, coordinating plans with other engineering disciplines, and estimating construction quantities for highway and bridge projects.	<ul style="list-style-type: none"> \$688M GA I-285/I-20 East Interchange ★ \$335M GA I-95/I-16 Interchange (Pursuit) \$150M SC US 17/Main Road Interchange \$187M SC Hugh K. Leatherman Terminal★ \$225M SC Port Access Road (Pursuit) <p>**No Involvement in CCR3 Pursuit or Execution**</p>
 Traffic Engineer – Mohan Atluri, PE, PTOE Mohan has diverse experience in all facets of traffic engineering and planning, including operational modeling using TransModeler and VISSIM, SYNCRO, HCS, and all other traffic engineering tools. His experience encompasses all aspects of the design of traffic signing, pavement marking, and construction traffic control. His 18 years of progressive experience consists of several interchange modification and justification reports (IMR/IJR) projects in Texas, Georgia, and South Carolina, including CCR Phase 1 and Phase 2 IMR Revisions. He is also an expert in safety modeling and crash prediction modeling when conducting alternative interchange analyses and recommending the best interchange concepts resulting in the safest and most efficient traffic operations.	<ul style="list-style-type: none"> \$207M SC Carolina Crossroads Phase 1 ★ \$127M SC Carolina Crossroads Phase 2 ★ \$150M SC US 17/Main Road Interchange \$688M GA I-285/I-20 East Interchange \$50M SC I-77 Mega Site (Fairfield County) \$47M GA I-285 Eastside Bridges \$73M TX IH 610/US 59 Interchange \$117M TX SH 99/FM 1093 Interchange \$1B+ TX (SH 16 to IH 35 North)
 Construction Manager – Ron Howe With over 40 years of experience (21 as project superintendent) Ron has helped deliver over \$1.5 billion in interstate and signature bridge projects with AWC. Often assigned to complex projects with accelerated schedules, he has an established track record of leading project crews to maximize efficiency, ensuring timely, if not early, completion of work. Ron is experienced in coordinating the work activities of multiple crews and superintendents working under him with those of subcontractors and owner's engineers on projects in high-traffic, high-speed interstate environments.	<ul style="list-style-type: none"> \$465M SC I-26 Widening (MM 85-101) \$894M KY Ohio River Bridges Downtown Crossing \$471M D.C. South Capitol Corridor \$325M WI I-94/I-41 Zoo Interchange <p>**No Involvement in CCR3 Pursuit or Execution**</p>

VALUE ADDED PERSONNEL

Construction Role Name	Representative Project Experience
<p>Design Build Coordinator Andy Gillis, PE (ICE) has transportation design and construction experience gained through serving as a transportation designer, project engineer, estimator, and project manager on various projects since 1998. He has a proven track record of leading multi-disciplinary teams to produce high-quality project deliverables on time and under budget. His current responsibilities include quality control, CPM scheduling, and serving as Design-Build Coordinator on the pursuit of projects throughout the Southeast.</p>	<ul style="list-style-type: none"> \$127M SC Carolina Crossroads Phase 2 ★ \$54.7 SC US 21 over Harbor River \$152M SC I-520/Palmetto Pkwy. Phase II \$91M I-77 Widening (MM 15-27) ★ \$24M SC Harrison Bridge Rd. / I-385 Intchg. <p>**No Involvement in CCR3 Pursuit or Execution**</p>
<p>Lead Structural Engineer Paul Holshouser, PE (ICE) has more than three decades of experience in project management, bridge design, construction, construction engineering, and SCDOT DB projects. He is responsible for detailed design including design calculations and preparation of construction documents for the construction of bridges and other transportation-related structures. His responsibilities also include plan production, quality control, seismic analysis, structural detailing, cost estimating, construction support, and shop drawing review.</p>	<ul style="list-style-type: none"> \$11M SC Project Brooklyn \$142M NC Durham Connector \$139M NC I-485 Charlotte Outer Loop \$176M NC Future I-73 Project <p>**No Involvement in CCR3 Pursuit or Execution**</p>
<p>Lead Roadway Engineer Brian Lusk, PE (ICE) is a Roadway Project Manager with 17 years of experience in providing management and design services for transportation projects. His design experience includes roadway widenings, complex interchange designs and intersection improvements. He is skilled in all facets of roadway design as well as drainage design, plan production, pavement marking and signing plans, traffic control, cost estimates, and construction phase services.</p>	<ul style="list-style-type: none"> \$1B NC Fayetteville Outer Loop \$111M NC Raleigh Union Station \$49.5M NC I-77 Pavement Reconstruction <p>**No Involvement in CCR3 Pursuit or Execution**</p>
<p>Lead Environmental/Permitting Barrett Stone (ICE) has been working on SC projects since 2004. His expertise includes NEPA documentation, environmental permitting and compliance, and public involvement. He also has specific expertise on wetland delineations, threatened and endangered species assessments, preparation of JD submittals, permit submittals, mitigation planning, and acquisition of applicable Section 404 permits and State 401 Certifications.</p>	<ul style="list-style-type: none"> \$465M SC I-26 Widening (MM 85-101) ★ \$125M SC I-26 Widening (MM 187-194) \$207M SC Carolina Crossroads Phase 1 ★ \$127M SC Carolina Crossroads Phase 2 ★ \$43M SC Airport Road Connector
<p>Complex Bridge Independent Peer Review Manager Osama Shahawy (ARC) has more than 33 years of Structure Bridge Engineering experience and serving as a project manager for major/minor/complex bridge layout, design, and structure review projects. He has extensive experience working on segmental, multi-level interchange, and exotic bridge layouts and design, as well as seismic and wind analysis. He has provided close coordination with engineers, furnished independent design and constructability, quality control/quality assurance (QA/QC), and prepared and reviewed final plans.</p>	<ul style="list-style-type: none"> \$1B TX DFW Connector Project \$39.5M TX Midlothian Bypass (Bridge over US 287) \$1.1B TX President George Bush Turnpike \$177M TX Railroad Bridge over IH 820 <p>**No Involvement in CCR3 Pursuit or Execution**</p>
<p>Roadway Superintendent Sam Stutt (Banks) has more than 40 years of project management experience including 25 years of DB experience on projects involving significant highway and bridge construction. He has served in key management roles on several significant urban interstate and freeway reconstruction projects, delivering complex, environmentally sensitive projects safely, ahead of schedule, and under budget. He has a proven record of maintaining open communications and productive relationships with both project owners and outside stakeholders.</p>	<ul style="list-style-type: none"> \$104M SC Berlin Myers Phase 3 \$275M SC I-520 Palmetto Parkway Ph. I & II \$29.8M GA Bobby Jones Expressway \$472M NC Monroe Expressway <p>**No Involvement in CCR3 Pursuit or Execution**</p>
<p>Assistant PM Adam Wolff (AWC) worked as a superintendent and now a project manager, and has 10 years of road, bridge, and drainage system construction experience in the southeast. He is responsible for ensuring adherence to schedules, coordinating subcontractors, cost management, and quality oversight. His experience includes several DB interstate projects including complex interchanges and projects with multiple bridge structures. He also managed NCDOT's I-77 PCC Rehab DB project where he was responsible for the final closeout of jobsite operations on a project that included WZITS.</p>	<ul style="list-style-type: none"> \$124M NAVFAC Hurricane Florence MILCON Package 4 Bridges DB \$58M NC I-77 PCC Rehab DB \$2.3B FL I-4 Ultimate DB \$60M NAVFAC North Base Entry Road <p>**No Involvement in CCR3 Pursuit or Execution**</p>
<p>Structures Superintendent Mike Lewis (AWC) has over 45 years of experience working on both concrete and steel girder bridge projects throughout the southeast region, including emergency bridge projects on accelerated schedules. He is well acquainted with working in high-traffic environments. His interstate bridge and interchange project experience include the 85/385 Gateway in Greenville a complex system-to-system project which included multiple bridges and flyovers and NCDOT's I-26 Reconstruction project where he is currently serving as structures superintendent overseeing the timely completion of the project's 10 bridges including phase construction sequencing and overpass and in-line bridge spanning I-26, railroad lines and water.</p>	<ul style="list-style-type: none"> \$304M NC I-26 Reconstruction \$231M SC I-85/I-385 Interchange \$105M SC I-77 Bridge over Catawba River \$36M SC I-85 Bridges over Tyger River <p>**No Involvement in CCR3 Pursuit or Execution**</p>

★ Indicates Archer Western Project

PAST PERFORMANCE OF THE TEAM (RFQ 3.5)

Experience of the Proposer’s Team (RFQ 3.5.1): Completed *Work History and Quality Forms* are included in [APPENDIX B](#).

	MAJOR PROJECT COMPONENTS SIMILAR TO I-26/I-95 INTERCHANGE							
Contractor Work History	DB	INTCHG	MOT	WIDEN	RAMPS	FLYOVER	ENVIRON	DEMO
1. \$651M GDOT Northwest Corridor Express Lanes	■	■	■	■	■	■	■	■
2. \$894M KTC Ohio River Bridges Downtown Crossing	■	■	■	■	■	■	■	■
3. \$193M FDOT I-95/I-4 Interchange Improvements	■	■	■	■	■		■	■
Design Work History	DB	INTCHG	MOT	WIDEN	RAMPS	FLYOVER	ENVIRON	DEMO
4. \$465M SCDOT I-26 Widening (MM 85-101)	■	■	■	■	■	■	■	■
5. \$207M SCDOT CCR Phase I	■	■	■	■	■	■	■	■
6. \$430M NCDOT I-95 Widening	■	■	■	■	■	■	■	■



Quality of Past Performance (RFQ 3.5.2): *Work History and Quality Forms* are included in [APPENDIX C](#) for applicable projects. AWC has not been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity within the last five years, nor are any such actions pending against them.

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

LEGAL AND FINANCIAL (RFQ 3.6)

Financial Capacity, Bonding Capability, and Organization Agreements (RFQ 3.6.1, 3.6.2, 3.6.3)

A notarized financial capacity/resources statement and a surety letter are in [APPENDIX D](#).

APPENDIX **A**

Key Individual Resume Forms



KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Jeremy Todd Haines, Program Manager

b. Role of Key Individual for this Project:

Project Manager

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

Archer Western Construction, LLC



d. Years of Experience: With this Firm **13** Years With Other Firms **10** Years

Employment History:

Archer Western Construction, LLC | Program Manager | As program manager, Jeremy is directly responsible for and has decision making authority over all aspects of construction operations including establishment of management systems, direct supervision of project staff, pre-construction and estimating, cost accountability, design management, value engineering, scheduling, and the preparation of quality control programs. His responsibilities include attending and leading routine project meetings with owners and operations personnel. He has served as project manager on fast-paced and high-volume design-build bridge and interstate projects including the \$204 million FDOT I-95/I-4 Interchange in Daytona Beach, FL and the \$647 million GDOT Northwest Corridor (I-75/I-575) project in Atlanta, GA. Jeremy is currently serving as senior project manager on the NCDOT I-26 Reconstruction project in Asheville where he is responsible for acting as the communication liaison between all project team members and NCDOT and ensuring successful project delivery. 2014-Present.

Storcon LLC | Owner/President | After first serving in project manager and construction manager roles, Jeremy took over the management of his family-owned general contracting firm where he managed structural steel, industrial building and warehouse construction projects in the southeast. As president, he had executive oversight over all operations. He led business development, project pursuits, ensured work was profitable, built relationships with clients and building backlog for future work. 2003-2014.

Archer Western Construction, LLC | Project Engineer | Jeremy was hired as a project engineer after completing a part-time, year-long internship during his last year at university. He worked for Archer Western's Atlanta, Georgia-based heavy civil transportation division office on projects for the Metropolitan Area Rapid Transit Authority (MARTA) and GDOT including a rail bridge projects for Norfolk Southern Railroad and CSX Transportation. 1999-2004.

e. Education:

Southern Poly State University / Marietta, GA / Bachelor Degree / 2000 / Construction Management

f. Active Registrations:

N/A

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

1. GDOT Northwest Corridor Express Lanes – Atlanta, GA

Key Personnel Role:

Project Manager

Experience with Current Firm:

Archer Western (Northwest Express Roadbuilders)

Project/Assignment Duration:

Project 2013-2018, Assigned 2015-2016

Owner Contact Information:

GDOT, John Hancock, jhancock@dot.ga.gov, 404-293-7413

Design/Construction Value:

\$651 Million

Project Description: This project was the largest design-build project ever undertaken by GDOT at the time, and the first public-private partnership. AWC was the managing member of the joint venture that served as design-builder and prime contractor for this 29.7-mile project involving the addition of reversible managed express lanes along I-75 (17 miles) and I-575 (12 miles) in Atlanta. The scope of work included ROW acquisition (property demolition), permitting, private and municipal utility relocation, and construction of all infrastructure including dynamic open-road tolling. The project included 39 bridges (ranging in length from 52 to 4,964 LF). AWC completed phased demolition and complete reconstruction of the in-line I-75 bridges and completed partial demolition and widening of other bridges. The majority of bridges are precast concrete girders, though four bridges are made of curved steel plate girders with complex geometry. It included approximately 650,000 SF of retaining walls, 1.4 million SF of noise walls, 313,000 SY of concrete paving, 140,000 LF of storm drainage, and 1.6 million CY of earthwork. The project was divided into six segments with concurrent construction along the 29-mile corridor to meet the aggressive three-year schedule. The project was recognized with the Design Build Institute of America's National Award of Merit (Transportation category). Jeremy worked directly with Parsons Transportation Group, the engineer of record, to manage the design and then managed the construction of all 39 bridges on the project.

Similarities to I-26/I-95 Interchange: Design-build, system-to-system interchange improvements, reconstruction of overpass and interchange bridges, removal and disposal of existing bridges, retaining walls, high-traffic corridor, phased MOT, utility relocations, environmental sensitivity, concrete & asphalt paving, time-sensitive delivery schedule.



2. NCDOT I-26 Reconstruction – Asheville, NC

Key Personnel Role:

Project Manager

Experience with Current Firm:

Archer Western (Archer Wright JV)

Project/Assignment Duration:

Project 2019-2024, Assigned 2019-Present

Owner Contact Information:

NCDOT, Michael Patton, mdpatton@ncdot.gov, 828-243-3244

Design/Construction Value:

\$304 Million

Project Description: This bid-build project includes reconstruction and widening of an 8.6-mile portion of I-26 extending from US 64 west to the NC 280 interchange to enhance traffic flow in a geotechnically challenging environment. Scopes of work include utility coordination, noise wall construction, and demolition and reconstruction of ten overpass and in-line bridges, two over Blue Ridge Southern Railroad lines and four over water. Also included are converting the I-26 and US 25 interchange from a diamond to a diverging diamond and two new bridges over tributaries to the French Broad River. Early constructability reviews revealed critical project phasing issues with the temporary and permanent drainage design; AWC worked with NCDOT to redesign the drainage plan, preventing six months of delay on the project. Under Jeremy leadership, the project team also developed a successful MOT plan that allowed for continual public access to the corridor, improving traffic flow under circumstances in which shutdowns were prohibited.



Similarities to I-26/I-95 Interchange: Reconstruction of overpass and interchange bridges, high-traffic corridor, phased MOT, utility relocations, environmental sensitivity, concrete & asphalt paving.

3. FDOT Daytona I-95/I-4 Interchange – Daytona Beach, FL

Key Personnel Role:

Project Manager

Experience with Current Firm:

Archer Western

Project/Assignment Duration:

Project 2014-2020, Assigned 2019

Owner Contact Information:

Jacobs Engineering (CEI), Robert Parker, robert.parker@jacobs.com, 904-449-0923

Design/Construction Value:

\$194 Million

Project Description: Archer Western was the design-builder and prime contractor on this 14-mile widening and reconstruction project which consisted of widening the existing four lanes of I-95 to six lanes from north of FL SR-44 to north of US 92 and tying into the on-going project to the south. Work included phased demolition and full reconstruction of the I-95/I-4 system-to-system interchange and the I-95/US 92 interchange and reconstruction of 16 overpass and interchange bridges. AWC constructed 336,000 SF of bridge deck, 190,000 SF of retaining walls, 60,000 SF of temporary shoring walls, drainage ponds, ITS system modifications, median barriers, highway lighting, signing, signalization and milling and resurfacing. Together, I-95 and I-4 form an artery for tourist traffic connecting the Atlantic coastal region to southern Florida, Daytona Beach and Orlando. To prevent delays to the traveling public, numerous multi-day work shutdowns were required each year of the project to ensure the flow of traffic at peak travel times. To accomplish the complex roadway work, AWC executed numerous traffic shifts and constructed temporary lanes and ramps to accommodate traffic while reconstructing the permanent roadways. Jeremy was assigned to the project toward the conclusion of work to oversee final completion and closeout.



Similarities to I-26/I-95 Interchange: Design-build, system-to-system interchange improvements, reconstruction of overpass and interchange bridges, removal and disposal of existing bridges, concrete & asphalt paving, high-traffic corridor, phased MOT, utility relocations, drainage improvements, environmental sensitivity.

4. Cobb County DOT I-285 Multi-Purpose Pedestrian Bridge – Marietta, GA

Key Personnel Role:

Project Manager

Experience with Current Firm:

Archer Western

Project/Assignment Duration:

Project 2016-2018, Assigned 2016-2018

Owner Contact Information:

Cobb County, Wade Kelly, wade.kelly@cobbcounty.org, 770-528-1678

Design/Construction Value:

\$10 Million



Project Description: This project involved construction of a multi-purpose bridge to carry buses and pedestrians from Cobb Galleria to the new Atlanta Braves' stadium. Two new bridges were constructed on the project, the first of which is a traditional precast concrete beam bridge consisting of six spans averaging 115 LF each supported by driven H-Pile and drilled shaft foundations spanning 17 interstate lanes over I-285. The second bridge is a 207 LF prefabricated steel truss bridge spanning Circle 75 Parkway. Additional scopes included approximately 14,000 SF of MSE wall, demolition of an existing parking deck section for the bridge tie-in and miscellaneous roadway tie-ins. Jeremy was responsible for all operations from start-up to closeout and management of office and field staff. Under his leadership, the project was completed on time, below budget and without a single recordable safety incident.

Similarities to I-26/I-95 Interchange: New bridges over interstate, high-traffic corridor, concrete & asphalt paving, utility relocations, politically sensitive project, time-sensitive delivery schedule, aesthetic significance.

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

Jeremy is currently serving as program manager and is overseeing work on the NCDOT I-26 Reconstruction project in Asheville, NC. Upon award, his responsibilities on the NCDOT project will be delegated to others and he will be made available to serve exclusively as project manager for the I-26/I-95 Interchange project and will be on-site during all construction activities, attend weekly status meetings during design and construction phases and be available at SCDOT's request.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a.	Name & Title: James Clarke Hinson, PE (Sr. PM and Charleston Office Design Manager)	
b.	Role of Key Individual for this Project: Lead Design Engineer	
c.	Name of Firm with which you are now associated: Infrastructure Consulting & Engineering, PLLC	
d. Years of Experience: with this Firm 12 Years with Other Firms 0 Years Employment History: Infrastructure Consulting & Engineering, PLLC (January 2019 – Present): Sr. Project Manager and Charleston Office Design Manager responsible for the pursuit and execution of projects (design-bid-build and design-build) including Charleston County Main Road (Segments A and C), Carolina Crossroads (Phases 1 & 2) and GDOT I-285/I-20 East Interchange. Infrastructure Consulting & Engineering, PLLC (Jan 2013 – December 2018): Roadway Designer (Jan 2013 – Dec 2015) and later promoted to Roadway Design Manager (Feb 2016 to Dec 2018) responsible for the pursuit and execution of design-build projects including Port Access Road, I-16/I-95 Interchange in Savannah, GA. Coleman-Snow Consultants, LLC (May 2011 – Dec 2012): Roadway Designer responsible for numerous roadway / drainage projects in the Lowcountry and several design-build projects in North Carolina (I-77 Express Lanes) and Georgia (I-75/I-575).		
e. Education: University of South Carolina / Columbia, SC / Bachelor of Science / May 2011 / Civil Engineering		
f. Active Registrations: 2015 / South Carolina / Professional Engineer / PE #32916		
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
1. US 17 / Main Road Project (Segment A) – Charleston County, SC Key Personnel Role: Lead Design Engineer Experience with Current Firm: Yes, Infrastructure Consulting & Engineering, PLLC Project/Assignment Duration: June 2017 – March 2023 Owner Contact Information: Charleston County, Herbert L. Nimz, PE, hnimz@charlestoncounty.org , 843-202-7628 Design/Construction Value: \$150 Million Project Description: The project consists of a new interchange along US 17 east of the current intersection of US 17 and (S-20) Main Road which is a major artery to Johns Island, Kiawah and Seabrook Island. The Main Road (S-20) also will be widened to 2 travel lanes in each direction along with a 12-ft. shared use path will be constructed from the current terminus of the West Ashley Greenway to the north to (S-57) Bees Ferry Road and to the south across the Stono River to the River Road/Chisolm Road intersection. Included in the project will be a pedestrian bridge crossing of the Stono River. Clarke serves as the Lead Roadway Engineer on Segment A responsible for concept development through the NEPA process, design coordination between disciplines, preliminary plans, and ROW plans. Similarities to I-26 / I-95 Interchange: Complex Interchange, significant wetland crossing, 401/404 permitting, complex utility relocation, Multi-phase MOT, new and rehabilitation of the drainage system, bridge construction over US 17 (heavily traveled), soft ground condition requiring significant ground modifications, seismic design, and design-build procurement.		
2. Carolina Crossroads Phase 1: Colonial Life Boulevard – Columbia, SC & Carolina Crossroads Phase 2: Broad River Rd. at I-20 Interchange – Columbia, SC Key Personnel Role: Roadway Design Peer Review and QA Reviews Experience with Current Firm: Yes, Infrastructure Consulting & Engineering, PLLC Project/Assignment Duration: CCR Phase 1 (July 2020-July 2022) CCR Phase 2 (Oct 2020-November 2022) Owner Contact Information: SCDOT, Chris Lacy, PE, lacycr@scdot.org , 803-737-1419 Design/Construction Value: CCR Phase 1 (Design \$12M / Const. \$195M) CCR Phase 2 (Design \$ 7M / Const. \$120M)		
Project Description: CCR Phase 1 – The first phase of Carolina Crossroads consists of the construction of a new fully directional interchange for Colonial Life Boulevard at I-126 using the two existing Colonial Life Boulevard Ramp Bridges over I-126 and Arrowwood Road. The scope also included improvements on I-26 and I-126 with three new bridges (Bridges 34, 35 and 36). The two ramp bridges at Colonial Life Boulevard over I-26 and Arrowwood Road were originally scoped to be demolished, but they were successfully retained and rehabilitated by a proposed Alternative Technical Concept (ATC). Clarke served as the Roadway Design Lead in the developing several of the Technical Proposal ATC concepts and post-award performed detailed peer review and independent QA reviews of roadway and drainage design submittals including Preliminary, R/W, Final and RFC plans.		



CCR Phase 2 - The second phase of Carolina Crossroads consists of the re-design and construction of the interchange at I-20 and Broad River Road (US 176). ICE designed a highly innovative Offset Diverging Diamond Interchange (ODDI). Clarke served as the **Roadway Design Lead** in the developing several of the Technical Proposal ATC concepts and post-award performed detailed peer review and independent QA reviews of roadway and drainage design submittals including Preliminary, R/W, Final and RFC plans.

Similarities to I-26 / I-95 Interchange: *Interchange construction, bridge demolition, new bridge over interstate, retaining walls, culverts, drainage systems, signing, lighting, signalization, “wet” and “Dry” utility relocations, and multi-phase MOT while maintaining traffic along major interstates, same lead contractor (AWC).*



CCR Phase 2

3. I-285 / I-20 East Interchange – Atlanta, GA

Key Personnel Role:

Lead Design Engineer

Experience with Current Firm:

Yes, Infrastructure Consulting & Engineering, PLLC

Project/Assignment Duration:

Jan 2021 – June 2023

Client Contact Information:

Archer-Snell, JV (East Interchange Builders), Greg Munna, gmunna@walshgroup.com,

Design/Construction Value:

404-391-9407

\$688 Million

Project Description: The Project includes the reconstructing I-285 and I-20 East Interchange with high-speed directional ramps and additional lanes, including a new collector-distributor (CD) road along westbound I-20 and an additional lane in the eastbound I-20 CD road between the I-285/I-20 East Interchange, adding auxiliary lanes along I-20 and I-285. Clarke is the **Lead Design Engineer** for Segment 1 (Interchange) including developing numerous ATCs which resulted in the successful award of the Project in April 2022. He will complete his role as the LDE by July 2023 (issuance of last RFC Package).

Similarities to I-26 / I-95 Interchange: *Interchange construction, bridge demolition, new bridge over interstate, retaining walls, drainage systems, signing, lighting, signalization, utility relocations, multi-phase MOT while maintaining traffic along major interstates, same lead contractor (AWC).*



I-285 / I-20 East Interchange



4. I-16 / I-95 Interchange – Savannah, Georgia

Key Personnel Role:

Lead Design Engineer

Experience with Current Firm:

Yes, Infrastructure Consulting & Engineering, PLLC

Project/Assignment Duration:

November 2017 – June 2018 (D-B Procurement)

Client Contact Information:

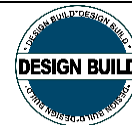
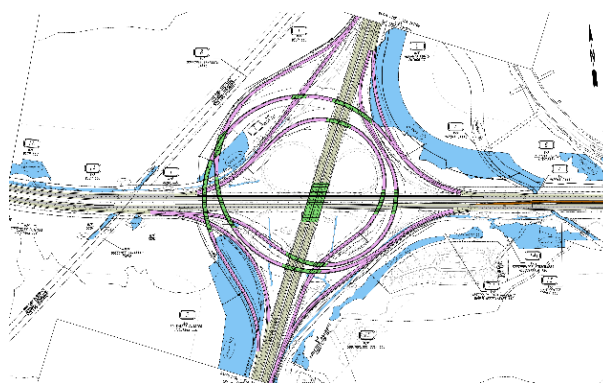
Archer-Western Construction, LLC, Matt Pellegrino, PE, mpellegrino@walshgroup.com, Direct Line 404-734-0770

Design/Construction Value:

\$317 Million

Project Description: The I-16 / I-95 Interchange Project includes enhancements to the I-16 at I-95 Interchange and widen along the I-16 corridor from I-95 to I-516. The Project are intended to ease congestion, decrease travel times, and increase safety and operational efficiencies for passenger and freight vehicles. The Project also proposed to replace the existing (I-95 southbound to I-16 eastbound and the I-16 westbound to I-95 southbound) loop ramps located on the west side of I-95 with “partial turbine” configuration ramps to provide smoother, more direct connections and Construct/rehabilitate 13 bridges throughout the project limits. Clarke was the **Lead Design Engineer** for this Project in developing the Technical Proposal Plans for the entire project. He led all the design disciplines including roadway, drainage, and structures work.

Similarities to I-26 / I-95 Interchange: *Interchange while maintaining traffic, roadway widening and pavement rehabilitation / reconstruction, bridge demolition over traffic, construction of new bridge over interstate, retaining walls, culverts, complex drainage systems, “Wet” and “Dry” utility relocations, complex multi-phase MOT and extensive temporary pavement design in support of MOT phases, same lead contractor (AWC).*



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:
Mohan Prasant Kumar Atluri, PE, PTOE, VP – Traffic Engineering & ITS
- b. Role of Key Individual for this Project:
Traffic Engineer
- c. Name of Firm with which you are now associated:
Infrastructure Consulting & Engineering, PLLC



- d. Years of Experience: with this Firm **3** Years with Other Firms **19** Years

Employment History:

Infrastructure Consulting & Engineering, PLLC: Vice President Traffic Engineering & ITS – Provides traffic engineering and transportation planning services with expertise that encompasses all aspects of major roadway and interchange/intersection evaluations, capacity analysis, safety studies, traffic simulation, travel demand modeling, and multi-modal operational analysis. (September 2019 – Present)

Gunda Corporation: Traffic Studies Group Manager – Led a team of traffic engineers and managed high-profile traffic engineering and transportation planning projects. (May 2004 – September 2019)

- e. Education:
University of Texas at Arlington / Arlington, TX / Master of Science / 2004 / Civil Engineering – Traffic & Transportation
BITS / Pilani, India / Master of Science / 2002 / Economics
BITS / Pilani, India / Bachelor of Science / 2002 / Civil Engineering

- f. Active Registrations:
2020 / South Carolina / Professional Engineer / PE #37655
2010 / Transportation Professional Certification Board, Inc. / Professional Traffic Operations Engineer / PTOE # 2881

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

1. Carolina Crossroads Phase 1: Colonial Life Boulevard – Columbia, SC & Carolina Crossroads Phase 2: Broad River Rd. at I-20 Interchange – Columbia, SC

- Key Personnel Role:** Lead Traffic Engineer
- Experience with Current Firm:** Yes, Infrastructure Consulting & Engineering, PLLC
- Project/Assignment Duration:** CCR Phase 1 (July 2020-July 2022) | CCR Phase 2 (Oct 2020-November 2022)
- Owner Contact Information:** SCDOT, Chris Lacy, PE, lacycr@scdot.org, 803-737-1419
- Design/Construction Value:** CCR Phase 1 (Design \$12M/Const. \$195M) | CCR Phase 2 (Design \$7M/Const. \$120M)

Project Description:

CCR Phase 1 – Mohan was the Lead Traffic Engineer for the development of the alternate concept for the first phase of Carolina Crossroads consists of the construction of a new fully directional interchange for Colonial Life Boulevard at I-126 using the two existing Colonial Life Boulevard Ramp Bridges over I-126 and Arrowwood Road. Mohan led the revision of the IMR documents due to the change of interchange configuration from the original MSA concept by SCDOT.

CCR Phase 2 – Mohan was the Lead Traffic Engineer for the development of the second phase of Carolina Crossroads consists of the re-design and construction of the interchange at I-20 and Broad River Road (US 176) using an innovative Offset Diverging Diamond Interchange (ODDI). Mohan led the traffic and safety analyses of several of the Technical Proposal ATC concepts and post-award performed detailed analyses and prepared IJR for the selected design. Mohan led the revision of the IMR documents due to the change of interchange configuration from the original MSA concept by SCDOT.

Similarities to I-26 / I-95 Interchange: *Alternative Analysis for various Scenarios of the Interchange, Traffic Analysis & Simulation with a complex multi-phase MOT over I-26, I-126 and I-2 and update previously approved IMR/IJR.*



2. US 17 at Main Road Interchange Improvements and Main Road (S-20) Widening – Charleston County, SC

- Key Personnel Role:** Lead Traffic Engineer
- Experience with Current Firm:** Yes, Infrastructure Consulting & Engineering, PLLC
- Project/Assignment Duration:** Project September 2017–2022 (Estimated), Assigned April 2020 – May 2020
- Owner Contact Information:** SCDOT, Herbert L. Nimz, PE, hnmiz@charlestoncounty.org, 843-202-7628
- Design/Construction Value:** \$150 Million

Project Description: Mohan served as ICE's Lead Traffic Engineer and reviewed traffic studies for constructing a new fully directional interchange at US 17 and Main Road, analyzing different interchange options and working with the roadway design team in the ultimate configuration of the new ramps/direct connectors and main lanes. Mohan also conducted safety analyses utilizing ISATe and IHSDM tools to estimate the future crashes and subsequently the safety benefits which were utilized in the Benefit Cost Analysis to support a SIB Grant Application as well as a BUILD Grant application for the County.

Similarities to I-26 / I-95 Interchange: *Evaluation of major Interchange options with Direct Connectors, Traffic Analysis, and Safety Analysis.*



3. Gulf Freeway (IH 45)/South Loop (IH 610) Interchange / Direct Connectors – Houston, TX

Key Personnel Role: Lead Traffic Engineer
Experience with Current Firm: No (Gunda Corporation, LLC currently dba Ardurra Group, Inc)
Project/Assignment Duration: Project June 2005 – June 2007, Assigned January 2006 – June 2006
Owner Contact Information: TxDOT, Sanjay Upadhyay, sanjay.upadhyay@txdot.gov, 713-802-5372
Design/Construction Value: \$1 Million (Planning Contract) / \$66.5 Million (Construction)

Project Description: This project consisted of the development of traffic projections for the proposed direct connectors. Mohan served as Lead Traffic Engineer responsible for providing existing traffic volumes and projected future traffic volumes for the entire interchange. Traffic projections were prepared in the form of Annual Average Daily Traffic and Directional Design Hourly Volumes (DDHV) for the years 2015, 2017, 2025, 2037 and 2047. He coordinated with HGAC on the Travel Demand Model refinement for 2015- and 2025-year models with the addition of the two direct connectors from IH 45N to IH 610, developed the Traffic Analysis Highway Design tables for pavement depths and developed Traffic Analysis Highway Design Tables to support the pavement design.

Similarities to I-26 / I-95 Interchange: *System to System Interchange Study and Modeling with features like project interchange in the influence area.*



4. SH 99 (Grand Parkway) and FM 1093 (Westpark Tollway) – Fort Bend County, TX

Key Personnel Role: Lead Traffic Engineer
Experience with Current Firm: No (Gunda Corporation, LLC currently dba Ardurra Group, Inc)
Project/Assignment Duration: Project April 2006 – April 2019, Assigned April 2006 – June 2006
Owner Contact Information: TxDOT, Sanjay Upadhyay, sanjay.upadhyay@txdot.gov, 713-802-5372
Design/Construction Value: \$117 Million

Project Description: This project includes improvements to SH 99 from Fry Road to Bellaire Blvd. with main lanes, continuous frontage roads and diamond interchanges at Fry Road and Bellaire Blvd. and a multi-level interchange with direct connectors at FM 1093 (Westpark Tollway). The project required preparation of an existing traffic report and traffic projections based on existing traffic counts, historical traffic data, travel demand modeling, review of future land development projects in the corridor and engineering judgment. Mohan served as the Lead Traffic Engineer and developed the traffic projection methodology which were used for schematic design, environmental assessment, pavement design and other project development activities. He also coordinated with H-GAC to update the Travel Demand Model network to conform to the phased development of SH 99 for the interchange traffic projections and developed the Traffic Analysis Highway Design tables for pavement depths for each of the years listed above. Project was delivered successfully within the aggressive schedule set by TxDOT.

Similarities to I-26 / I-95 Interchange: *Study of a System Interchange and interface with other major interchange.*



5. IH 610/US 59 interchange Comprehensive Traffic Analysis – City of Houston, TX

Key Personnel Role: Lead Traffic Engineer
Experience with Current Firm: No (Gunda Corporation, LLC currently dba Ardurra Group, Inc)
Project/Assignment Duration: Project October 2007 – May 2020, Assigned October 2007– May 2009
Owner Contact Information: TxDOT, Sanjay Upadhyay, sanjay.upadhyay@txdot.gov, 713-802-5372
Design/Construction Value: \$73 Million

Project Description: Mohan served as Lead Traffic Engineer for the travel demand modeling and simulation team. Two alternative traffic engineering improvement plans were developed for the interchange. Both the alternatives were evaluated using VISSIM Simulation model and the effectiveness of the modifications recommended under each alternative were determined by comparing the traffic operations under no-build conditions at this complex interchange. The traffic operations were evaluated for AM and PM Peak periods. The travel time and speed for various movements were compared. In addition, network evaluation was conducted to compare travel time and average delays throughout the network for both scenarios. An interchange Modification Report was prepared and approved by FHWA.

Similarities to I-26 / I-95 Interchange: *Traffic Management, Alternative Analysis for various Scenarios of this system Interchange, Traffic Analysis & Simulation, and preparation of the Interchange Modification Report (IMR).*



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:

Ronald Edward Howe, Project Superintendent

b. Role of Key Individual for this Project:

Construction Manager

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

Archer Western Construction, LLC



d. Years of Experience: With this Firm **21** Years With Other Firms **22** Years

Employment History:

Archer Western Construction, LLC | Superintendent | After starting with AWC as an operator on heavy civil transportation projects, Ron was subsequently promoted to project superintendent, assuming responsibility for leading multiple crews toward timely and successful project completion. His duties include reviewing project plans, scheduling work, tracking job costs, managing daily field operations and coordinating project activities with owner's engineers. He is also responsible for onsite safety management, subcontractor coordination and supervision of all construction work. Over the course of his career with AWC, Ron has helped deliver over \$1.5 billion in work, including numerous signature bridge and large interstate roadway projects with accelerated schedules in high-traffic environments. 2002-Present

Ganna Construction | Heavy Equipment Operator | Ron operated motor graders on numerous projects for the Illinois Tollway in the Chicago area. 2000-2002

Jack Pease Construction | Heavy Equipment Operator/Forman | Ron returned to his previous employer in the same role, managing crews on new roadway development and reconstruction projects. 1995-2000

East Wind, Inc. | Heavy Equipment Operator | Ron served as heavy equipment operator on the reconstruction of a five-mile stretch of State Highway 1 in Anchorage, Alaska. The project had an accelerated schedule of 3.5 years with a very short annual construction window of five months per year typical to the region. Under Ron's leadership, the crew completed all work in three months within a single year. 1995

Jack Pease Construction | Heavy Equipment Operator/Forman | Ron served as both a heavy equipment operator and foreman overseeing crews initially on residential building projects, and later on new subdivision, county and state roadways. 1990-1995

Earth Industries | **Foreman** | Upon high school graduation, Ron began his career as a laborer and heavy equipment operator and worked his way up to foreman managing crews on landscaping and foundations development projects for residential buildings. 1984-1990

e. Education:

N/A

f. Active Registrations:

N/A

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

1. SCDOT I-26 Widening (MM 85-101) – Columbia, SC

Key Personnel Role:

Segment Construction Manager

Experience with Current Firm:

Archer Western (Archer-United JV)

Project/Assignment Duration:

Project 2019-Present, Assigned 2022-Present

Owner Contact Information:

SCDOT, Nick Waites, waitesnt@scdot.org, 803-737-1715

Design/Construction Value:

\$465 Million

Project Description: This design-build project designed by ICE consists of 16 miles of widening and reconstruction on a heavily traveled section of I-26 west of Columbia and near the Carolina Crossroads Phase 3 project site. This project will reconstruct pavement, increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. AWC is constructing four new interchanges, improving three additional interchanges, and replacing seven existing overpass bridges over interstate roadway. Additional scopes include permit acquisition, bridge demolition, utility design and coordination, and noise wall construction in a geotechnically challenging and rocky environment with seismic considerations. During design, AWC segmented the project to allow for early works design packages to ensure portions of the project would be completed and opened to traffic early. AWC collaborated with SCDOT to redesign the project's MOT plan to reduce impacts to the traveling public and improve safety. AWC also redesigned the Exit 91 interchange from a staged DDI to relocating the Columbia Avenue partial cloverleaf interchange. The new design is easier to construct and avoids local business relocations, saving SCDOT significant right-of-way costs. AWC is providing quality control in conjunction while ICE is providing quality control inspection during construction. Ron is currently managing the roadway crews on this project. Under his leadership, the project has increased production from \$8M to \$12M per month burn.

Similarities to I-26/I-95 Interchange: Bridges over interstate, interchange improvements, bridge demolition, high-traffic corridor, phased MOT, utility relocations, drainage systems, environmental sensitivity, concrete & asphalt paving, same designer.



2. KYTC Ohio River Bridges Downtown Crossing – Louisville, KY

Key Personnel Role:

Project Superintendent

Experience with Current Firm:

Archer Western

Project/Assignment Duration:

Project 2013-2017, Assigned 2013-2017

Owner Contact Information:QK4 Engineering & Planning, Will Nolan, wnolan@qk4.com, 502-550-9868**Design/Construction Value:**

\$894 Million

Project Description: This design-build project connects Louisville, Kentucky and Jeffersonville, Indiana. The project included reconfiguring the roadway and rebuilding 45 structures including the I-65/I-64/I-71 Kennedy Interchange in Downtown Louisville, building a new six-lane, 2,114-foot, cable-stayed I-65 bridge for northbound traffic, repairing the existing Kennedy Memorial Bridge and reconfiguring it to carry six lanes of southbound traffic, and constructing a new segment of northbound I-65 on the Indiana side of the project. The Kennedy Interchange in downtown Louisville was reconstructed to include expanded approaches. The project eliminated weaves, problematic merges, and tight curves on the interstate approaches to the bridge. It also created emergency lanes, enabled motorists to maintain an average speed of more than 45 miles per hour during rush hour, and created entrance and exit ramps on I-71 at Frankfort Avenue. The project included over a mile of barrier wall, 700,000 CY of earthwork, 500,000 LF of piling, 300,000 tons of asphalt and required extensive utility coordination and relocation. Ron served as the lead project superintendent and directly oversaw the digging of all foundations and site preparations for 64 bridges and construction of the roadways leading to the bridges. Under his leadership, roadway crews ensured traffic was maintained through the busy corridor throughout the project.

Similarities to I-26/I-95 Interchange: *Design-build, system-to system-interchanges and ramps, reconstruction of overpass and interchange bridges, retaining walls, drainage systems with sediment and erosion control measures, demolition of existing bridges, multi-phase MOT, WZITS*



3. DDOT South Capitol Corridor – Washington, D.C.

Key Personnel Role:

I-295 Segment Construction Manager

Experience with Current Firm:

Archer Western (South Capital Bridgebuilders)

Project/Assignment Duration:

Project 2017-2022, Assigned 2020-2022

Owner Contact Information:Dulles Engineers (QC), Bill Payne, bill.payne@dullesengineers.com, 571-340-8570**Design/Construction Value:**

\$471 Million

Project Description: This design-build project includes the construction of the new six-lane Frederick Douglass Memorial Bridge (FDMB) with parallel alignment to an existing bridge across the Anacostia River and tie-ins with adjacent roads in Washington, D.C. A new traffic oval was built on the west landing of the bridge to connect to South Capital and reconnect R Street and Q Street. On the east landing, a new traffic oval connects South Capitol to Anacostia Drive and Howard Road. Construction included two new I-295 bridges over Suitland Pkwy. and upgrades to the I-295 ramp as well as bikeway and pedestrian access to the FDMB. The project concluded with demolition of the existing bridge across the Anacostia River. Ron managed roadway work with multiple superintendents and crews reporting to him and coordinated work with the bridge superintendent and engineering staff for I-295.

Similarities to I-26/I-95 Interchange: *Design-build, bridges over interstate, bridge/roadway widening, bridge demolition, new interstate bridges, high-traffic corridor, phased MOT, utility relocations, drainage systems, environmental sensitivity, concrete & asphalt paving.*



4. WisDOT Zoo Interchange – Milwaukee, WI

Key Personnel Role:

Project Superintendent

Experience with Current Firm:

Archer Western

Project/Assignment Duration:

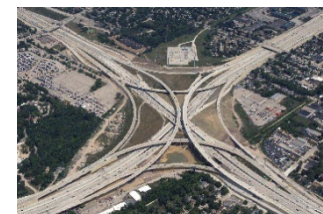
Project 2015-2018, Assigned 2017

Owner Contact Information:WisDOT, Jason Roselle, jason.roselle@dot.wi.gov, 262-548-8800**Design/Construction Value:**

\$325 Million

Project Description: This project was the last phase of a mega project to reconstruct nine miles of interstate highway including the Zoo Interchange in Milwaukee, WI at the I-94/I-41 system-to-system interchange, several arterial roads adjacent to the core interchange, and approximately two miles of auxiliary lanes leading up to the core interchange. The scope of work included construction of 15 new precast girder bridges, two new plate girder bridges, four new tub girder bridges for system ramps, 30 new retaining walls, drainage systems (storm, sanitary, watermain), 520,000 SY of concrete pavement, 58,000 tons of asphalt pavement, concrete barriers, and 12 MOT phases with multiple interim completion dates associated with major traffic shifts. This was a fast-paced project with a front-loaded 34-month schedule; AWC completed 90% of the work in the first 26 months. While on the project, Ron managed crews completing MSE wall, backfill and interstate construction scopes.

Similarities to I-26/I-95 Interchange: *System-to-system interchange, new interstate bridges, high-traffic corridor, phased MOT, utility relocations, retaining walls, environmental sensitivity, concrete & asphalt paving, stakeholder coordination.*



- 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.

Ron's responsibilities as segment construction manager on the I-26 Widening (MM 85-101) will be delegated to others and he will be made available to serve exclusively as construction manager on the I-26/I-95 Interchange project for its duration upon award.



APPENDIX B

Work History and Quality Forms - Contractor / Designer







WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’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 AWC (in thousands)
Name: Northwest Corridor Express Lanes Location: Atlanta, GA	Name: Parsons Transportation Group	Name of Owner: GDOT Project Manager: John Hancock Phone: 404-293-7413 Email: jhancock@dot.ga.gov	Construction: 12/2018 Design: 03/2014	\$651,000	\$388,294
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<div><div><p><u>Project Description:</u> This project was the largest design-build project ever undertaken by GDOT at the time, and the first public-private partnership. AWC was the managing member of the joint venture that served as design-builder and prime contractor for this 29.7-mile project involving the addition of reversible managed express lanes along I-75 (17 miles) and I-575 (12 miles) in Atlanta. The scope of work included reconfiguration of the I-285/I-75 and I-75/I-575 system-to-system interchanges, ROW acquisition (property demolition), permitting, private and municipal utility relocation, and construction of all infrastructure including dynamic open-road tolling. The project included 39 overpass and interchange bridges (ranging in length from 52 to 4,964 LF). AWC completed phased demolition and complete reconstruction of the in-line I-75 bridges and completed partial demolition and widening of other bridges. The majority of bridges are precast concrete girders, though four bridges are made of curved steel plate girders with complex geometry. The project included approximately 650,000 SF of retaining walls, 1.4 million SF of noise walls, 313,000 SY of concrete paving, 140,000 LF of storm drainage, and 1.6 million CY of earthwork. The project was divided into six segments with phased MOT and concurrent construction along the 29-mile corridor to meet the aggressive three-year schedule.</p><p>The project was recognized with the Design Build Institute of America’s National Award of Merit (Transportation category).</p><p><u>Key Individual:</u> Jeremy Haines, Project Manager, 2015-2016 Clarke Hinson, Design Reviewer, 2013</p></div><div><p><u>SIMILARITIES to I-26/I-95 Interchange::</u></p><ul style="list-style-type: none">✓ Design-Build✓ System-to-system interchange reconstruction✓ Reconstruction of overpass and interchange bridges✓ Construction of retaining walls✓ Construction of drainage systems with necessary sediment and erosion control measures✓ Removal and disposal of existing bridges✓ Multi-phase Maintenance of Traffic✓ Utility relocations✓ Work zone intelligent transportation system (WZITS)</div><div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’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.					
<p>The project was completed on time, on budget and with zero claims.</p> <p>The project was segmented geographically, with each segment assigned its own supervisory staff (MOT supervisors, Structures Superintendents, and Roadway Superintendents), ensuring greater operations oversight and the ability to plan for, recognize, and react to potential issues.</p> <p>AWC self-performed all of the items of work that were on the critical path (concrete paving, bridge reconstruction/widening, storm drainage, concrete barrier wall), providing greater schedule and quality control contributing to the project’s on-time delivery.</p>					
i. Quality Initiatives. Discuss AWC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>All design submittals went through comprehensive QC review by the design production squads and discipline leads. AWC’s project management, design-build coordinator, and construction managers provided constructability reviews on all submittals prior to their submission to the GDOT and their CEI firm. AWC had an internal QC team that worked with the independent Construction Quality Assurance Manager and the senior inspectors coordinating the inspection process, ensuring that all testing requirements were met or exceeded. The entire QC team participated in all owner and project schedule meetings to verify correct inspection coverage, plans, and appropriate documentation were provided to the GDOT.</p> <p>AWC used pre-activity planning meetings prior starting major activities. Meetings included GDOT, the QC and QA teams, and safety personnel, these meetings aided in successfully identifying risks related to quality, safety, and schedule prior to the start of work.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable					





WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’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 AWC (in thousands)
Name: Ohio River Bridges Downtown Crossing Location: Louisville, KY	Name: Jacobs Engineering Group, Inc.	Name of Owner: Kentucky Transportation Cabinet Project Manager: Gary Valentine Phone: (502) 782-4965 Email: gvalentine@ky.gov	Construction: 09/2017 Design: 01/2014	\$894,041	\$554,305
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>Project Description: This design-build project connects Louisville, Kentucky and Jeffersonville, Indiana. The project included reconfiguring the roadway and rebuilding 45 overpass and interchange structures including the Kennedy Interchange in Downtown Louisville, building a new six-lane, 2,114-foot, cable-stayed I-65 bridge for northbound traffic, repairing the existing I-65/I-64/I-71 system-to-system Kennedy Memorial Bridge crossing and reconfiguring it to carry six lanes of southbound traffic, and constructing a new segment of northbound I-65 on the Indiana side of the project. The Kennedy Interchange in downtown Louisville was reconstructed to include expanded approaches. The project eliminated weaves, problematic merges, and tight curves on the interstate approaches to the bridge and resulted in a MOT phasing program requiring ongoing communication with the public. It also created emergency lanes, enabled motorists to maintain an average speed of more than 45 miles per hour during rush hour, and created entrance and exit ramps on I-71 at Frankfort Avenue. AWC installed temporary and permanent stormwater retention ponds and a permanent spill protections system for containment of tunnel drainage. The project included over a mile of barrier wall, 154,000 SF of retaining wall, 700,000 CY of earthwork, 500,000 LF of piling, 500,000 tons of asphalt and required extensive utility coordination and relocation. This project, now called the Abraham Lincoln Bridge, was named the American Society of Highway Engineer’s National Project of the Year Award in 2017 in the category of projects with values above \$20 million. This project was constructed by Archer Western Affiliate <i>Walsh Construction II, LLC</i>. All Walsh companies operate as a single entity with resources (people, material, equipment) and experience shared as project needs arise. For example, many of our key personnel have experience working on both Walsh Construction and Archer Western Construction projects. Walsh Construction II will not have a role on this project. However, personnel and construction equipment from Walsh Construction II projects could be assigned to the Project.</p> <p>Key Individual: Ron Howe, Project Superintendent, 2013-2017.</p>			<p><i>SIMILARITIES to I-26/I-95 Interchange:</i></p> <ul style="list-style-type: none">✓ Design-Build✓ System-to-system interchange reconstruction✓ Reconstruction of overpass and interchange bridges✓ Construction of retaining walls✓ Construction of drainage systems with necessary sediment and erosion control measures✓ Removal and disposal of existing bridges✓ Multi-phase Maintenance of Traffic✓ Utility relocations✓ Work zone intelligent transportation system (WZITS)		 
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’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.					
<p>The project was completed on time, on budget and with zero claims.</p> <p>AWC worked closely with the Department of Homeland Security throughout the project to ensure security of final structure and public safety. AWC also worked closely with USACE and the U.S. Coast Guard to ensure waterway remained navigable and a nearby dam 1/3 mile away was accessible for barges throughout the project.</p> <p>AWC self-performed all major bridge scopes including structural steel erection, steel H pile installation, and cast-in-place structural concrete work, providing greater schedule and quality control contributing to the project’s on-time delivery.</p>					
i. Quality Initiatives. Discuss AWC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The design required innovations and alternate technical concepts (ATCs) to improve the project. A majority of the ATCs involved the downtown interchange at I-65, I-64, and I-71, including ground improvements in lieu of a settlement period, T-walls instead of cast-in-place walls, and gravity walls as an alternative to tie-back walls. These ATCs reduced days from the critical path. The team also used ATCs to mitigate the impacts of a utility conflict involving a 138kV transmission line and a physical conflict with the Louisville and Indiana Railroad.</p> <p>In the third year of the project, the Owner opted to replace all the stringers and girders on the existing bridge over the Ohio River. AWC provided the additional scope to the owner while still completing the original project on time.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable.					






WORK HISTORY AND QUALITY FORM - CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’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 AWC (in thousands)
Name: I-95/I-4 Interchange Location: Daytona Beach, FL	Name: GAI	Name of Owner: FDOT Project Manager: Rafael Rodriguez Phone: (386) 943-5343 Email: rafael.rodriguez@dot.state.fl.us	Construction: October 2020 Design: December 2015	\$193,623	\$135,800
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>Project Description: Archer Western was the design-builder and prime contractor on this 14-mile widening and reconstruction project which consisted of widening the existing four lanes of I-95 to six lanes from north of FL SR-44 to north of US 92 and tying into the on-going project to the south. Work included phased demolition and full reconstruction of the I-95/I-4 system-to-system interchange and the I-95/US 92 interchange and reconstruction of 16 overpass and interchange bridges. AWC constructed 336,000 SF of bridge deck, 190,000 SF of retaining walls, 60,000 SF of temporary shoring walls, drainage ponds, ITS system modifications, median barriers, highway lighting, signing, signalization and milling and resurfacing. Together, I-95 and I-4 form an artery for tourist traffic connecting the Atlantic coastal region to southern Florida, Daytona Beach and Orlando. To prevent delays to the traveling public, numerous multi-day work shutdowns were required each year of the project to ensure the flow of traffic at peak travel times. To accomplish the complex roadway work, AWC executed numerous traffic shifts and constructed temporary lanes and ramps to accommodate traffic while reconstructing the permanent roadways. The project was completed with zero recordable incidents over the course of the final three years of work and was awarded the Walsh company’s annual project safety award for this outstanding achievement.</p> <p>Key Individuals: Jeremy Haines, Senior Project Manager, 2019.</p>			<div></div> <div><p><u>SIMILARITIES to I-26/I-95 Interchange</u></p><ul style="list-style-type: none">✓ Design-Build✓ System-to-system interchange reconstruction✓ Reconstruction of overpass and interchange bridges✓ Construction of retaining walls✓ Construction of drainage systems with necessary sediment and erosion control measures✓ Removal and disposal of existing bridges✓ Multi-phase Maintenance of Traffic✓ Utility relocations✓ Work zone intelligent transportation system (WZITS)</div>		
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’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.					
<p>Archer Western completed this project with zero claims.</p> <p>The project was divided into three (approximate four-mile) segments, each with its own supervisory staff providing greater oversight and the ability to plan for, recognize, and react to potential issues. The work was phased within each segment with staggered starts for the various disciplines allow for resources to be balanced across the entire project.</p> <p>AWC self-performed all items of work that were on the critical path (concrete paving, bridge replacement/widening, storm drainage, concrete barrier wall), providing greater schedule and quality control contributing to the projects on time delivery.</p>					
i. Quality Initiatives. Discuss AWC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The project was constructed under a two-phase MOT plan with traffic being placed in its final configuration after Phase 2. By reducing the number of phases, the impacts to traffic were also reduced.</p> <p>The work zone was separated from traffic by a temporary concrete barrier which provided a safer environment for both the traveling public and the workers.</p> <p>A formal partnering process was instituted at the beginning of the project. Quarterly project meetings were followed up with executive meetings to enhance communication and verify the project was progressing satisfactorily from everyone’s perspective.</p> <p>One of the project’s bridges spans Spruce Creek, an environmentally sensitive wetland. Given that the permit for access and construction could have impacted the schedule, the design for this structure was accelerated to allow the permit to be submitted while other structures were still in design. The project sequence was also planned to remove the construction of this bridge from the critical path.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable					

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify ICE, PLLC’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by ICE, PLLC (in thousands)
Name: I-26 Widening MM 85 to 101 Location: Richland, Lexington, and Newberry Counties, SC	Name: Archer United, JV 	Name of Owner: SCDOT Project Manager: Brad Reynolds, PE Phone: 803-737-1440 Email: reynoldsbs@scdot.org	Construction: 12/2024 Final Design: 12/2021 MOT Revisions: 09/2022	\$465,000	\$23,186
g. Narrative describing the work performed by ICE, PLLC. Include the office location(s) where the design work was performed and whether ICE was the lead designer or a sub-consultant.					
<div><div><p><u>Project Description:</u> This Design-Build project includes 16 miles of widening and reconstruction, three new interchanges, and eight overpasses north of Columbia from mile marker 85 to 101. ICE is the Lead Engineer and will provide all engineering services as well as quality control inspection during construction. This project will reconstruct pavement, increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. SCDOT intends to widen I-26 from four lanes to eight lanes from approximately Exit 101 (US 176) to just west of Exit 97 (US 176) and from four lanes to six lanes from just west of Exit 97 (US 176) to just west of Exit 85 (SC 202) in Richland, Lexington, and Newberry Counties. Interchanges will be improved at Exit 97 (US 176), Exit 91 (S-48), and Exit 85 (SC 202). Overpass bridges will be replaced at Koon Road, Shady Grove Road, Mt. Vernon Church Road, Old Hilton Road, Peak Street, Holy Trinity Church Road, and Parr Road. The weigh station at mile marker 94 westbound will also be upgraded. The design/permitting phase will occur during 2019/2020. This project was separated into three segments. Segment 1 is 5.4 miles long and consists of an 8-lane mainline section with a DDI Interchange at US 176 - Broad River Road (Exit 97) and two crossroad structure replacements at Shady Grove and Koon Road. Segment 3 is 5.93 miles long and consists of an 6-lane mainline section with an interchange improvement at SC 202 (Exit 85) and three crossroad structure replacements at Parr Road, Holly Trinity Church Road and Peak Street.</p><p><u>List of Services Provided by ICE:</u> Project Management, Structural Design, Roadway Design, Drainage Design, Geotechnical Engineering, Environmental Permitting, Utility Coordination, ITS, and Quality Control Inspections</p><p><u>Office Location where the Work was Performed:</u> West Columbia, SC (ICE Corporate Office)</p><p><u>Key Individual name/role/time on the project:</u> Ron Howe (AWC), Segment CM, 2022-present Mohan Atluri, PE, PTOE (ICE), Traffic Design Review, 2020</p></div><div><p><u>SIMILARITIES to I-26 / I-95 Interchange:</u></p><ul style="list-style-type: none">✓ Design-Build✓ Overpass bridge construction/demolition✓ Interstate widening in urban setting (Segment 1)✓ Multiphase MOT while maintaining traffic✓ Working adjacent to environmentally sensitive areas✓ IMR Revision and NEPA re-evaluation (ATC Driven)✓ Major “Wet” and “Dry” Utility Relocations✓ Seismic Design✓ HAZMAT Studies / Compliance✓ Multitude of Temporary Pavement Design Features</div><div><p><i>DDI at Exit 97 (US 176)</i></p><p><i>DDI at Exit 97 (US 176)</i></p></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE, PLLC’s performance on the project to identify with firms or personnel that have successfully completed projects on time and on or under budget, and to identify ICE’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
ICE began all pre-construction planning and activities as soon as the determination of best value team in May 2019. ICE allocated proper resources to ensure the timely submission of all design, environmental, traffic planning and utility relocation submittals. ICE has <u>met every one of its contract and submittal deliverables</u> and in accordance with the approved CPM schedule by SCDOT.					
i. Quality Initiatives. Discuss ICE, PLLC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
ICE implemented a comprehensive QC/QA program for all of the design, environmental, traffic planning and utility relocation submittals to SCDOT to assure timely and quality submittals. In addition to independent quality review by a separate QA Team, the construction JV also performed detailed “constructability” reviews in order to minimize RFI and construction issues during construction. Additionally, ICE developed Concept work zone traffic control plans which was submitted for the entire project (all 3 segments) to ensure continuity between adjacent segments. Pavement innovation included the re-use of synthetic CMRB with 3 to 4 inches of HMA to be used as temporary pavement and later be used as base course for the permanent PCC pavement. This adaptation allowed AUJV to save nearly \$10M of cost savings and provide additional variable scope items for enhanced value and innovation. Finally, AUJV/ICE developed a revised MOT plans to eliminate the “counterflow” traffic pattern in Segment 2 and Segment 3, for the construction of a safer and more efficient project.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE, PLLC shall provide a detailed explanation below.					
Not applicable					

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify ICE, PLLC’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by ICE, PLLC (in thousands)
Name: Carolina Crossroads Phase 1 Location: Richland & Lexington Counties, SC	Name: Archer-United Joint Venture 	Name of Owner: SCDOT Project Manager: Chris Lacy, PE Phone: (803) 737-1419 Email: lacvr@scdot.org	Construction: 10/2024 Final Design: 11/2022	\$207,900	\$12,200
g. Narrative describing the work performed by ICE, PLLC. Include the office location(s) where the design work was performed and whether ICE, PLLC was the lead designer or a sub-consultant.					
<p>Project Description: This first phase of Carolina Crossroads consists of the re-design and construction of a new fully directional interchange for Colonial Life Boulevard at I-26 implementing the use of the two existing Colonial Life Boulevard Ramp Bridges over I-26 and Arrowwood Road. The scope also included improvements on I-26 and I-26 with three new bridges. ICE is the Lead Design Firm responsible for the overall design management and coordination. The two ramp bridges at Colonial Life Boulevard over I-26 and Arrowwood Road were originally scoped to be demolished, but they were successfully retained and rehabilitated by ICE’s design staff via the Design-Build Alternative Technical Concept (ATC) process. The Team developed several innovative and unique approaches to address the purpose and goal and determined that a semi-directional interchange concept is safer and operationally more efficient. Additionally, the Maintenance of Traffic (MOT) Plan was developed with the specific goal of minimizing traffic shifts and temporary lane closures, and it maintains a minimum of three lanes in the east and westbound directions while widening and median work is being performed. The plan also includes utilizing an “off-alignment” construction scheme to eliminate the closure of the existing ramps and minimize the number of traffic stages.</p> <p>List of Services Provided by ICE: Design Management, Roadway Design, Drainage Design, Structures Design, Geotechnical and Bridge Foundation Design, Signal Design, Signing and Pavement Marling, MOT Plans, Public Relation Support, Construction Support and QC Inspection and Testing Services.</p> <p>Office Location where the Work was Performed: ICE former Corporate Office and now CCR Construction Office (1021 Briargate Circle Columbia, SC) and ICE current Corporate Office (110 Midlands Court, West Columbia, SC)</p> <p>Key Individual name/role/time on the project: Clarke Hinson, PE (ICE), Roadway Design, Peer Reviews, 2020-2021 Mohan Atluri, PE, PTOE (ICE), Traffic Engineer, 2021-2022</p>			 		
			<p><u>SIMILARITIES to I-26 / I-95 Interchange:</u></p> <ul style="list-style-type: none">✓ Design-Build✓ Overpass bridge construction/demolition✓ Interstate widening in urban setting (Segment 1)✓ Multiphase MOT while maintaining traffic✓ Working adjacent to environmentally sensitive areas✓ IMR Revision and NEPA re-evaluation (ATC Driven)✓ Major “Wet” and “Dry” Utility Relocations✓ Seismic Design✓ HAZMAT Studies / Compliance		
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE, PLLC’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>ICE began all pre-construction planning and activities as soon as the determination of best value team in April 2021. ICE allocated proper resources to ensure the timely submission of all design, environmental, traffic planning and utility relocation submittals. ICE has <u>met every one of its contract and submittal deliverables</u> and in accordance with the approved CPM schedule by SCDOT. All critical final roadway/drainage and structures packages have been approved with the final RFC package for Signing and Signal Plans to be completed by end of October 2022.</p> <p>SCDOT and ICE implemented an “Over the Shoulder” (OTS) process from the beginning of the design phase which proved to be invaluable in resolving any outstanding design items on a weekly/bi-weekly basis.</p>					
i. Quality Initiatives. Discuss ICE, PLLC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The ICE Design Team submitted 15 Formal Alternate Technical Concepts (FATCs) that includes innovative design solutions to help save the Department time and money. Fourteen (14) FATCs were approved by SCDOT. The significant innovation was the layout of the interchange with its directional interchange coupled with a DDI style cross-over signal. The interchange Layout proved to be safer (\$14.7 Million of safety benefits for 2024-2060) and operationally more efficient (\$55.7 Million safety benefits for 2024-2060) than the MSA option of tight diamond. On the outset of the Project, AUJV submitted a comprehensive list of cost saving ideas of over \$10 million. A total cost saving of \$1.622 Million to SCDOT has been recorded as change orders through end of September 2022.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE, PLLC shall provide a detailed explanation below.					
Not Applicable					

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify ICE, PLLC’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by ICE, PLLC (in thousands)
Name: I-95 Widening & Pavement Rehabilitation Location: Robeson County, NC	Name: Flatiron-United JV	Name of Owner: NCDOT Project Manager: Dan Duffield, PE Phone: (919) 707-6611 Email: dcduffield@ncdot.gov	Construction: August 2026 (estimated) Final Design (RFC Plans): December 2022	\$430,000	\$13,557

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

Project Description: This project involves widening, elevating, and upgrading an eight-mile stretch of I-95 to provide additional capacity and enhanced resilience to the 100 year storm. Notable project highlights include widening the roadway constructing from four to eight lanes from U.S. 74 (Exit 13) to south of U.S. 301 (Exit 22), 250,000SF of retaining walls to raise I-95 above the Lumber River 100-year flood elevation levels, “top-down” construction techniques at the Lumber River bridges to mitigate environmental impacts and to optimize the construction schedule, reconstruct three interchanges (exits 17, 19 and 20) with new bridges and ramps to modern design standards, replace dual bridges over the Lumber River and over CSX Railroad and construct two triple-barrel box culverts. Throughout the pursuit process, Flatiron and United along with ICE collaborated closely with NCDOT to adapt numerous NCDOT standard design concepts and incorporate these modified details into the project. By incorporating these innovative design concepts, the Flatiron/United team was able to offer the best value solution to the NCDOT.

List of Services Provided by ICE: ICE is serving as the Lead Design Firm responsible for design project management, structures, roadway and hydraulic design, geotechnical engineering, utility and railroad coordination, FAA and airport coordination, and QA/QC.

Office Location where the Work was Performed: ICE Raleigh Branch Office

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



SIMILARITIES to I-26 / I-95 Interchange:

- ✓ Design-Build
- ✓ Overpass bridge construction/demolition
- ✓ Large quantity of retaining walls
- ✓ Interstate widening in urban setting
- ✓ Multiphase MOT while maintaining traffic
- ✓ Working adjacent to environmentally sensitive areas
- ✓ Major “Wet” and “Dry” Utility Relocations
- ✓ Workzone ITS with detailed Incident Management Plan
- ✓ HAZMAT Studies / Compliance

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

ICE began all pre-construction planning and activities as soon as being announced the best value team in September 2021. ICE allocated proper resources to ensure the timely submission of all design, environmental permitting, traffic control and utility relocation submittals. The design team prepared an “early work” package to allow for construction to begin in September 2022, completed the RFC Roadway plans by December 2022 and obtained the 401/404 Permits in January 2023 – all according to the original CPM schedule submitted with the Technical Proposal. Of the 106 design submittals prepared by ICE, over 80% of the submittals were returned either “Reviewed no comments” or “Comments as noted,” allowing the design to progress on schedule with minimal submittal revisions.

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

ICE developed several cost savings design initiatives during the design development including an innovative cast in place bifurcated barrier section that functioned as both traffic separation and retaining wall for height differentials of up to 6 feet. This simple, cast in place system was used for miles of retaining walls paralleling I-95. Robeson County does not have a source of stone backfill or ABC, therefore to avoid significant hauling of stone material along I-95 and through the workzone, the design team utilized a thickened asphalt base pavement section in lieu of ABC base. The MOT phasing eliminated an entire row of temporary shoring for the entire 8 miles of the project, saving cost and eliminating a “canyon effect” for drivers traveling between parallel shoring walls. ICE also implemented an Interdisciplinary and Constructability Review process for every submittal that included reviews by design discipline leads as well as the construction team to proactively identify and solve constructability issues prior to RFC plans.

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

Not Applicable

APPENDIX C

Work History and Quality Forms - Contractor / Designer



Appendix C
WORK HISTORY AND QUALITY FORM – CONTRACTOR
Archer Western Construction

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 Contractor’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 Contractor (in thousands)
I-95 Concrete/Paving Doral, FL	Archer Western Construction, LLC (Designed by GAI Consultants, Inc.)	Name of Owner: Florida DOT Project Manager: Joan Fabian Phone: (305) 968-4921 Email: joan.fabian@dot.state.fl.us	Professional Services: 01/2017 Construction: 04/2020	\$92,668	\$63,014
g. Narrative describing the work performed by the Contractor. If submitting work completed by an affiliated or subsidiary company of the Contractor, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
This project consisted of concrete and asphalt pavement demolition, concrete paving, asphalt paving, drainage modifications, and MOT and erosion control on or near I-95 in Miami, FL. Work included the removal and replacement of concrete pavement within the established project limits, the removal of all asphalt shoulder pavement, and the replacement of asphalt shoulder pavement with full-depth concrete shoulder pavement. Milling and resurfacing of the entrance and exit ramps and flexible pavement on the impacted ramps between NW 29th Street and NW 79th Street were also completed. Key Individuals: None.					
h. Self-Assessment. The information provided in this section should be a self-assessment of Contractor’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.					
Not applicable.					
i. Quality Initiatives. Discuss the Team’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.					
Not applicable.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Contractor shall provide a detailed explanation below.					
Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated? Yes. On February 4, 2018, two Archer Western employees working in an excavation suffered fatalities when a concrete barrier wall adjacent to the excavation collapsed. This incident occurred on the Miami I-95 Concrete Paving Design Build Project in Miami, Florida, where Archer Western Construction, LLC was the prime contractor. (Ref OSHA Inspection Number 1293032.015). As a result of the incident, OSHA issued a Citation and Notification of Penalty dated August 1, 2018, alleging three (3) “Serious” violations against Archer Western. Specifically, in its Citation dated August 1, 2018, OSHA alleged that Archer Western violated the following regulations: <ul style="list-style-type: none">1926.21(b)(2): The employer shall instruct each employee in the recognition and avoidance of unsafe conditions and the regulations applicable to his work environment to control or eliminate any hazards or other exposure to illness or injury.1926.651(i)(1) Where the stability of adjoining buildings, walls, or other structures is endangered by excavation operations, support systems such as shoring, bracing, or underpinning shall be provided to ensure the stability of such structures for the protection of employees.1926.651(k)(1) Daily inspections of excavations, the adjacent areas, and protective systems shall be made by a competent person for evidence of a situation that could result in possible cave-ins, indications of failure of protective systems, hazardous atmospheres, or other hazardous conditions. An inspection shall be conducted by the competent person prior to the start of work and as needed throughout the shift. Inspections shall also be made after every rainstorm or other hazard increasing occurrence. These inspections are only required when employee exposure can be reasonably anticipated. Archer Western contested these violations. Following subsequent discovery in this case, OSHA amended items 1 and 3 to reclassify the violations alleged to “Other-than-Serious.” Item 2 of the Citation remained a “Serious” violation. It is also important to note that Archer Western’s Carolinas Transportation Business Group has not been cited for any such violations.					

APPENDIX D

Legal and Financial





AFFIDAVIT

The undersigned, being duly sworn, deposes and says that he is Andrew M. Douglas, PE, Vice President for Archer Western Construction, LLC. He further states that Archer Western Construction, LLC has the financial capacity and resources necessary to complete the **I-26/I-95 INTERCHANGE Design-Build** project as proposed in the Request for Qualifications issued by the South Carolina Department of Transportation.

Andrew M. Douglas, PE
Vice President

State of: NC

County of: Wake

Signed and sworn before me this 20th day of January, 2023 by Andrew M. Douglas, PE, Vice President of Archer Western Construction, LLC.

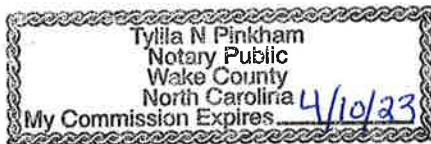
Notary Public Signature

Tylila N. Pinkham

Notary Public Name (Printed)

My Commission expires 4/10/23.

(Notary Seal)





Travelers Bond
215 Shuman Blvd.
Naperville, IL 60563
Telephone: (630) 961-7052
Fax: (630) 961-7020

January 26, 2023

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

**RE: I-26 at I-95 Interchange Improvement
Project ID P036877**

Dear Ms. Wright:

We have been advised that **Archer Western Construction, LLC** is submitting a Statement of Qualifications in response to the Request for Qualifications for the above mentioned project. **Travelers Casualty and Surety Company of America** is pleased to recommend **Archer Western Construction, LLC** as a professional, well-financed construction company.

Travelers Casualty and Surety Company of America is currently providing **Archer Western Construction, LLC** with bonding support of \$400 million dollars on single contracts and \$8 billion dollars for an aggregate work program. Thus, **Archer Western Construction, LLC** has the bonding capacity to be bonded for the project as proposed in the RFQ. Please be advised that any request or issuance of bonds will be subject to the review and approval of all contract terms, conditions and bond forms.

Travelers Casualty and Surety Company of America is authorized to transact business in all fifty (50) states with a Treasury Listing of \$211,846,000 and is rated A++ XV by A.M. Best Company.

Travelers Casualty and Surety Company of America is listed on the current U.S. Department of the Treasury Financial Management Service list of approved bonding companies.

Should you have any questions, or need additional information, please feel free to contact me.

Yours truly,

Travelers Casualty and Surety Company of America



By: _____
Patricia Collins, Attorney-in-Fact



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

POWER OF ATTORNEY

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

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



State of Connecticut

City of Hartford ss.

By: 
Robert L. Raney, Senior Vice President

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

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

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




Anna P. Nowik, Notary Public

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

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

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

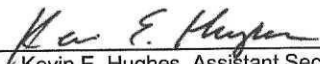
FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice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

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

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

Dated this **26th** day of **January**, **2023**.




Kevin E. Hughes, Assistant Secretary

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

APPENDIX E

Organizational Conflict of Interest



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): N/A

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



Signature

1/30/2023

Date

Andrew M. Douglas, PE, Vice President

Print Name

Archer Western Construction, LLC

Company

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

Name

Phone

Company

APPENDIX **F**

Confidential or Proprietary Information Summary List



Appendix F

Confidential and Proprietary Information Page List

Requirement: In the Technical Proposal appendix, Proposer shall include a list of page numbers that contain confidential and/or proprietary information. Failure to include this list in the Technical Proposal appendix waives the confidentiality protection and subjects the information to disclosure in accordance with the law.

NOT APPLICABLE.

This package does not contain confidential and/or proprietary information.

APPENDIX G

Addendum Receipt Form(s)



NOTICE OF RECEIPT
I-26 at I-95 Interchange Improvement
Design-Build Project - Project ID P036877
Dorchester and Orangeburg Counties

Addendum 1

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

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

Confirmation Statement:

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



PROPOSER's Signature

Jan. 30, 2023

Date

Andrew Douglas, PE, Vice President

Printed Name

For: Archer Western / ICE DB Team
Design-Build Team Name



APPENDIX H

Key Individual and Contractor / Designer Reference Forms



Key Individual References

Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
jhancock@dot.ga.gov	John	Hancock	Jeremy Todd Haines	GDOT Northwest Corridor Express Lanes – Atlanta, GA	Project Manager	Archer Western (Northwest Express Roadbuilders)
mdpatton@ncdot.gov	Michael	Patton	Jeremy Todd Haines	NCDOT I-26 Reconstruction – Asheville, NC	Project Manager	Archer Western (Archer Wright JV)
robert.parker@jacobs.com	Robert	Parker	Jeremy Todd Haines	FDOT Daytona I-95/I-4 Interchange – Daytona Beach, FL	Project Manager	Archer Western
wade.kelly@cobbcounty.org	Wade	Kelly	Jeremy Todd Haines	Cobb County DOT I-285 Multi-Purpose Pedestrian Bridge – Marietta, GA	Project Manager	Archer Western
hnimz@charlestoncounty.org	Herbert	Nimz	James Clarke Hinson	US 17 / Main Road Project (Segment A) – Charleston County, SC	Lead Design Engineer	Infrastructure Consulting & Engineering, PLLC
lacycr@scdot.org	Chris	Lacy	James Clarke Hinson	Carolina Crossroads Phase 1: Colonial Life Boulevard – Columbia, SC & Carolina Crossroads Phase 2: Broad River Rd. at I-20 Interchange – Columbia, SC	Roadway Design Peer Review and QA Reviews	Infrastructure Consulting & Engineering, PLLC
gmunna@walshgroup.com	Greg	Munna	James Clarke Hinson	I-285 / I-20 East Interchange – Atlanta, GA	Lead Design Engineer	Infrastructure Consulting & Engineering, PLLC
mpellegrino@walshgroup.com	Matt	Pellegrino	James Clarke Hinson	I-16 / I-95 Interchange – Savannah, Georgia	Lead Design Engineer	Infrastructure Consulting & Engineering, PLLC
lacycr@scdot.org	Chris	Lacy	Mohan Prasant Kumar Atluri	Carolina Crossroads Phase 1: Colonial Life Boulevard – Columbia, SC & Carolina Crossroads Phase 2: Broad River Rd. at I-20 Interchange – Columbia, SC	Traffic Engineer	Infrastructure Consulting & Engineering, PLLC
hnimz@charlestoncounty.org	Herbert	Nimz	Mohan Prasant Kumar Atluri	US 17 at Main Road Interchange Improvements and Main Road (S-20) Widening – Charleston County, SC	Traffic Engineer	Infrastructure Consulting & Engineering, PLLC
sanjay.upadhyay@txdot.gov	Sanjay	Upadhyay	Mohan Prasant Kumar Atluri	Gulf Freeway (IH 45)/South Loop (IH 610) Interchange / Direct Connectors – Houston, TX	Traffic Engineer	Infrastructure Consulting & Engineering, PLLC
sanjay.upadhyay@txdot.gov	Sanjay	Upadhyay	Mohan Prasant Kumar Atluri	SH 99 (Grand Parkway) and FM 1093 (Westpark Tollway) – Fort Bend County, TX	Traffic Engineer	Infrastructure Consulting & Engineering, PLLC
sanjay.upadhyay@txdot.gov	Sanjay	Upadhyay	Mohan Prasant Kumar Atluri	IH 610/US 59 interchange Comprehensive Traffic Analysis – City of Houston, TX	Project Engineer	Infrastructure Consulting & Engineering, PLLC
waitesnt@scdot.org	Nick	Waites	Ronald Edward Howe	SCDOT I-26 Widening (MM 85-101) – Columbia, SC	Segment Construction Manager	Archer Western (Archer-United JV)
wnolan@qk4.com	Will	Nolan	Ronald Edward Howe	KYTC Ohio River Bridges Downtown Crossing – Louisville, KY	Project Superintendent	Archer Western
bill.payne@dullesengineers.com	Bill	Payne	Ronald Edward Howe	DDOT South Capitol Corridor – Washington, D.C.	I-295 Segment Construction Manager	Archer Western (South Capital Bridgebuilders)
jason.roselle@dot.wi.gov	Jason	Roselle	Ronald Edward Howe	WisDOT Zoo Interchange – Milwaukee, WI	Project Superintendent	Archer Western



References from Previous Working Relationships Table

Email	First Name	Last Name	Company Name	Project Name	Team
lacycr@scdot.org	Chris	Lacy	SCDOT	SCDOT Carolina Crossroads Phase 2	AUJV / ICE
lacycr@scdot.org	Chris	Lacy	SCDOT	SCDOT Carolina Crossroads Phase 1	AUJV / ICE
reynoldsbs@scdot.org	Brad	Reynolds	SCDOT	I-26 Widening (MM 85-101)	AUJV / ICE
burnsjm@scdot.org	John	Burns	SCDOT	SC 277 Bridge Replacement over I-77	AWC / ICE
redfearnwt@scdot.org	Tyke	Redfearn	SCDOT	I-77 Widening / Rehabilitation	AWC / ICE
fowlerjm@scdot.org	Joseph	Fowler	SCDOT	I-85 Reconstruction (MM 69-77)	AWC / ICE
cbarclay@ncdot.gov	Carl	Barclay	NCDOT	NC 540 Western Wake Freeway	AWC / ICE
dvanmeter@dot.ga.gov	Darryl	VanMeter	GDOT	Northwest Corridor Express Lanes	AWC / ICE
ro'hara@dot.ga.gov	Richard	O'Hara	GDOT	I-285 Eastside Bridge Replacements	AWC / ICE
gmunna@walshgroup.com	Greg	Munna	GDOT	I-285/I-20 East Interchange	Archer-Snell, JV / ICE
bweber@SCSPA.com	Butch	Weber	SCPA	SCPA HLT	ICE / AWC / Banks
mdpatton@ncdot.gov	Michael	Patton	NCDOT	I-26 Reconstruction	Archer Wright JV

References from Work History Forms

Email	First Name	Last Name	Company Name	Project Name	Team
jhancock@dot.ga.gov	John	Hancock	GDOT	Northwest Corridor Express Lanes	Archer / Parsons
gvalentine@ky.gov	Gary	Valentine	Kentucky Transportation Cabinet	Ohio River Bridges Downtown Crossing	Archer / Jacobs
rafael.rodriguez@dot.state.fl.us	Rafael	Rodriguez	FDOT	I-95/I-4 Interchange	Archer / GAI
reynoldsbs@scdot.org	Brad	Reynolds	SCDOT	I-26 Widening MM 85 to 101	AUJV / ICE
lacycr@scdot.org	Chris	Lacy	SCDOT	Carolina Crossroads Phase 1	AUJV / ICE
dcduffield@ncdot.gov	Dan	Duffield	NCDOT	I-95 Widening & Pavement Rehabilitation	Flatiron-United / ICE

