



STATEMENT OF QUALIFICATIONS
BRIDGE PACKAGE 14 DESIGN-BUILD PROJECT
CONTRACT ID 1162220

CHEROKEE COUNTY, SOUTH CAROLINA

JULY 21, 2022



SOQ NARRATIVE





3.2 INTRODUCTION

3.2.1 Contracting Entity

Blythe Development Company (BDC), a proven heavy highway civil contractor, will be the sole contracting entity for this contract. **KCI Technologies, Inc. (KCI)**, a trusted and innovative professional design services firm, will serve as the lead design firm. The BDC/KCI Team will provide

all services necessary to complete the Bridge Package 14 Design-Build project in Cherokee County (referred to as “Project” hereinafter). The BDC/KCI Team has a long history of working together delivering a wide range of civil infrastructure projects from pedestrian bridges to the new I-77 Panthers Interchange design-build project. Given the team’s proximity to Cherokee County, BDC and KCI can leverage our local resources to be highly responsive and deliver the project successfully for SCDOT and facility users. BDC will self-perform all critical path construction elements.

CONTRACTING ENTITY CONTACT INFO.

Blythe Development Company
Email: tpadgett@blythedevelopment.com
Mobile Phone: 980-200-2747
Address: 1415 E. Westinghouse Blvd. Charlotte, NC 28273

PROJECT MANAGEMENT OFFICE

Design: 3014 Southcross Blvd., Rock Hill, SC 29730
Construction: TBD Central location in Cherokee County

3.2.2 Proposer’s Point of Contact for Procurement

Travis Padgett, PE
1415 E. Westinghouse Blvd
Charlotte, NC 28273
980-200-2747 (m)
tpadgett@blythedevelopment.com



Jared Medlin, PE
3014 Southcross Blvd.
Rock Hill, SC 29730
803-417-2129 (m)
jared.medlin@kci.com



3.2.3 Full Legal Name of Lead Contractor and Lead Designer

- The full legal name of the Lead Contractor: **Blythe Development Company**
- The full legal name of the Lead Designer: **KCI Technologies, Inc.**

3.2.4 Provide Unique Entity ID for All Firms

Unique Entity ID numbers are included on [Organizational Chart](#). Please see next page and [Appendix I](#).

3.2.5 Commitment Statement

The Key Individuals in the organizational chart are committed to meeting SCDOT’s quality and schedule expectations and each person is available for the duration of the Project.

COMMITMENT SIGNATURES

Luther J. Blythe, Jr. (BDC)

Jared C. Medlin, PE (KCI)

3.3.1 TEAM STRUCTURE AND PROJECT EXECUTION

3.3.1 Organizational Chart, Team Structure & Team Integration

Organizational Chart | The BDC/KCI Team Organizational Chart illustrates the functional structure and “chain of command” and includes suborganizations for the design and construction of the project. All staff necessary to complete the Project are already employed by BDC/KCI Team members.

LEGEND

BDC

KCI

SME

TEL

RD

*

◆

⚙

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Blythe Development Company (UEID # LJJBQKNZLSD1)

KCI Technologies, Inc. (UEID #PEVANTR72KU1)

S&ME, Inc. (UEID # QQJTF2UJLFZ6)

TELICS (UEID #MXGLGHFV6EX5)

Robbins & DeWitt, LLC (UEID #P66RDVP5M7K5)

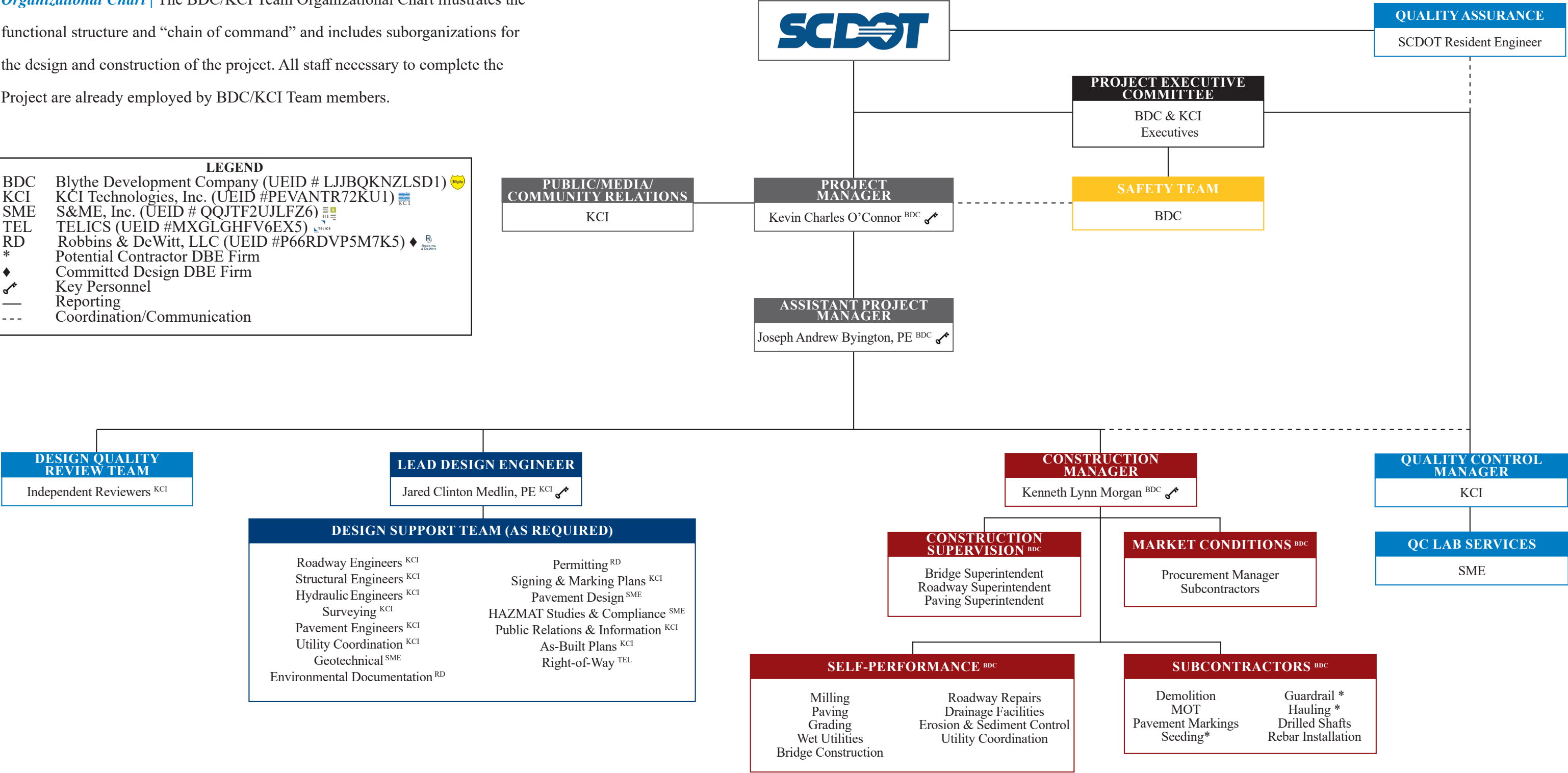
Potential Contractor DBE Firm

Committed Design DBE Firm

Key Personnel

Reporting

Coordination/Communication





Significant Functional Relationships & Working as an Integrated Design-Build Team | Our organization is structured to place the most qualified, local people in key positions while fostering a partnering atmosphere with SCDOT. Clear and direct communication will permeate from the Project Manager (PM), who has full authority to execute the Project in all regards and will work in unison with the Assistant Project Manager (APM), who will manage daily operations and coordination. The PM and APM will work integrally with the Lead Design Engineer and Construction Manager. The Executive Committee will hold the BDC/KCI Team accountable to assure SCDOT all milestones are achieved while insuring quality permeates the design deliverables and construction elements.

INTEGRATED DESIGN-BUILD TEAM STRATEGIES

- ✓ Very Experienced Design-Build Coordinator to ensure on-time design deliverables and plans
- ✓ Discipline Task Groups with BDC, KCI, & SCDOT reps to tackle any project challenges
- ✓ Constant CPM Scheduling, Monthly Outlook Schedules, and detailed Pre-Task Work Plans that involves design, construction, safety, and quality control staff



Team Members' Prior Working Relationship | BDC/KCI Team members have previously established relationships ready to be leveraged with the aspiration of making this DB Project an absolute success.

Project Type (DB: Design-Build or DBB: Bid-Build) Project Owner* & Project Name Project Duration	Firms	
	BDC	KCI
DB: SCDOT I-77 Panthers Interchange 2020-2023	✓ ¹	✓ ¹
DB: SCDOT Package E Federal Aid Bridge Replacements 2017-2019	✓ ²	✓ ³
DBB: NCDOT US 29 Speedway Boulevard Bridges 2017-2020	✓ ¹	✓ ²
DB: NC Turnpike Authority Monroe Bypass 2014-2018	✓ ²	✓ ²
DBB: SCDOT (York County) S-50 Celriver Road Widening Phase 1 2017-2019	✓ ¹	✓ ³
DB: NC Turnpike Authority I-77 High Occupancy Toll Lanes 2017-2020	✓ ²	✓ ³
DBB: NCDOT Retaining Wall on Old Concord Road for Grier Road Grade Separation 2016	✓ ¹	✓ ²
DBB: NCDOT Concord Mills Flyover Contractor Services 2018-2020	✓ ¹	✓ ²
DBB: City of Charlotte Cross Charlotte Trail - Brandywine Road to Tyvola Road 2019-2021	✓ ¹	✓ ²
DB: NCDOT I-26 & Brevard Road Contractor Services 2016-2020	✓ ¹	✓ ²
DB: NCDOT Macy Grove Road Contractor Services 2012-2015	✓ ¹	✓ ²
DBB: Private Owner Morrocroft Parking Deck Structural Inspection and Design 2013	✓ ¹	✓ ²
DBB: Private Owner Temporary Bridges at Carolina Panthers Training Facility 2020	✓ ¹	✓ ²
<p>* References are provided in Appendix H</p> <p>¹Lead Contractor/Designer ²Subcontractor/Subconsultant ³Quality Control/Construction Engineering</p>		



3.3.2 Critical Risks

RISK 1	Team's Risk Mitigation Strategies	Role of SCDOT & Other Agencies
	<p><u>Critical Risk 1</u> – Kings Mountain State Park (4f) coordination adjacent to the S-86 bridge over Kings Creek</p> <p><u>Mitigation Strategy:</u> Since Kings Mountain is a NPS property and federally owned, this adds some complexity to the ROW acquisition/federal land swap. All of Section 4(f) coordination and approval will be handled before the NEPA documentation is signed. The NEPA document should define exactly what the federal agencies have agreed on as it pertains to ROW. Typically payment and acquisition of replacement land to add back to the National Park. The actual acquisition would probably take 12-18 months once the NEPA document is signed. Therefore, a strategy of avoidance should be undertaken. This strategy could take the form of shifting the alignment away from the NPS property.</p>	<p>SCDOT may have to adjust the contract schedule completion date for this site if realignment of the roadway is decided versus acquiring right of way from the NPS property.</p>
RISK 2	Team's Risk Mitigation Strategies	Role of SCDOT & Other Agencies
	<p><u>Critical Risk 2</u> – Relocations of both dry and wet utilities impacting schedules</p> <p><u>Mitigation Strategy:</u></p> <p>S-11-86 Rock House Road over King Creek</p> <p>Broad River Electric Cooperative's 3-phase overhead electric facilities (with AT&T attached telecom), along the south side of the bridge, although appearing to be outside the DOT roadway clear zone, could create constructability challenges for both the existing bridge removal and new bridge construction. Our team will work closely with Broad River Electric and AT&T to avoid any constructability challenges with their facilities including, but not limited to, possible de-energizing of their northern most line (closest to the bridge) during critical construction operations and working to avoid any relocations (temporary or permanent). Level 3 Communications has overhead facilities less than 15-feet of the north edge of the existing bridge and will likely be in conflict and require relocation. We will work with them to relocated in advance of our construction or soon after clearing and grubbing operations has been completed along the north side of the project site. It may be possible to relocate them on to Broad River Electric's poles under AT&T. No above ground visible signs of any wet utilities (water, sewer or gas) but we will verify after NTP and work quickly to identify any conflicts, prior rights and work with utility owners to mitigate any conflicts.</p> <p>S-11-138 Groucher School Road over Groucher Creek</p> <p>No overhead utilities seen at bridge crossing. Two steel pipes attached to the bridge, one marked blue (East side), likely being a water line operated by Goucher Water Company. The other bridge attached line is on the West side (owner not verified but AT&T pedestal seen north of bridge on west side). Both these lines will require relocation. No visible signs of electric, gas or sewer seen on during field reconnaissance.</p>	<p>SCDOT has an important role in addressing utility project risks on this project. The team's Utility Coordinator, Carlos Gittens is very familiar and recently worked with both SCDOT State and District staff in the project areas. Through these relationships and regular coordination, inclusion and project updates, reviews and approvals can be streamlined, avoiding long review times for DOT staff to get up-to-speed on the project specifics.</p>

RISK 2	Team's Risk Mitigation Strategies (Continued)	Role of SCDOT & Other Agencies
	<p>S-11-126 Hammet Grove Road over Unnamed Creek No electric water or gas seen. AT&T marker noted east side (both sides of bridge) so likely directional bore under creek (no bridge attachments seen). No overhead utilities seen nor visible signs of water, sewer, electric or gas. Depending on proximity of AT&T's facilities, they may require relocation due to horizontal clearance to the existing bridge creating potential conflicts with both existing bridge demo and new bridge substructure construction.</p> <p>S-11-106 Island Creek Road over Suck Creek Duke Energy overhead electric, single-phase, facilities seen on south side with attached telecom. Buried Comporium (locally Chesnee Communications) flags noted approximately four feet from edge of travel lane along south side. Water line visible signs on north side road, approximately nine to ten feet from the edge of travel lane. There is also a telecommunications line attached to the south side of the bridge (owner not verified). Power lines and attached telecommunications will be in direct conflict with both the existing bridge demo and proposed bridge construction due to the horizontal distance from the bridge and roadway alignment. Comporium's buried facilities will also conflict with the bridge construction and require relocation. The water line's proximity to the existing bridge is a potential conflict but relocation may be avoidable depending on the new bridge width and alignment, actual location of the water line and condition of the water line.</p> <p>S-11-56 Montgomery Drive over Horse Creek Duke Energy has overhead single-phase electric facilities running along the east side of the roadway at the fence line (perceived ROW and clear zone limits) that also has a crossing just north of the bridge. Both the parallel and crossing lines may require relocation due to the horizontal and vertical clearance at the bridge crossing. These clearances could affect constructability both from an existing bridge demo and proposed bridge perspective. Buried fiber (Comporium/ Chesnee Communications) flags also seen on east roadway side. Buried fiber pedestal was seen on south side of creek, west roadway side and a fiber crossing north of the bridge by a driveway. There are two small conduits attached to the west side of the bridge (utility owner unknown) that will need to be removed and those facilities relocated. A water line was noted on both sides of the bridge (north and south ends) but on different sides of the roadway. This will need to be verified through utility owner coordination as to where and if the water line crosses the creek or dead ends on either side. If the water line does cross the creek, it will likely require relocation due to proximity to existing and proposed bridge substructure. No signs of gas or sewer during field visit.</p>	<p>SCDOT has an important role in addressing utility project risks on this project. The team's Utility Coordinator, Carlos Gittens is very familiar and recently worked with both SCDOT State and District staff in the project areas. Through these relationships and regular coordination, inclusion and project updates, reviews and approvals can be streamlined, avoiding long review times for DOT staff to get up-to-speed on the project specifics.</p>





RISK 3	Team's Risk Mitigation Strategies	Role of SCDOT & Other Agencies
	<p>Critical Risk 3 - Right-of-way impacts</p> <p>Mitigation Strategy: Based the design included in the information package, it may be possible to perform more survey to supplement the 50' sections and retain more or all of the existing profiles to greatly minimize the bridge approach work to minimize or even eliminate the need to acquire additional R/W as long as the hydraulic modeling supports not having to raise the existing grade. Additionally Design Exception(s) could be investigated to eliminate/reduce the R/W impacts.</p> <p>Also, SCDOT may consider not requiring the typical R/W envelope included in the SCDOT RDM Figure 12.1-D as long as bridge maintenance access can be demonstrated.</p>	<p>Per the industry meeting held on 6/1/22 SCDOT suggested the possibility of approving Design Exceptions (DE). Approval of a DE could assist in avoiding/minimizing impacts to properties as long as the traffic accident history doesn't reveal safety issues that would otherwise rule out the possibility of obtaining a DE.</p>
RISK 4	Team's Risk Mitigation Strategies	Role of SCDOT & Other Agencies
	<p>Critical Risk 4: Environmental Permits/Mitigation</p> <p>Mitigation Strategy: Our approach is to set the replacement bridge configuration/span to avoid and/or minimize any impacts such that the SCDOT Regional General Permit #4 condition thresholds would not be exceeded. This approach should minimize or eliminate the need for compensatory mitigation. Our team has also identified that the Two Rivers Mitigation Bank currently has wetland mitigation credits that can service the project areas, if necessary. The SCDOT Hunting Creek Mitigation Bank services BDC of the bridges, if stream mitigation is required.</p>	<p>SCDOT/FHWA role is coordination, review and approval of the plans and permit submittals and request mitigation waiver exemption if impacts are considered very minor.</p>

3.3.3 Project Resources, Strategies, and Execution

Project Resources | With over 800 employees and 450 pieces of equipment the BDC team will have sufficient resources to execute the construction portion of this contract. BDC's backlog will allow for continuous

attention to two of the sites

at a time. This project is

well within BDC's market

reach in the upstate of South

Carolina. In keeping with our

commitment to excellence,

BDC has partnered with

KCI as the Lead Designer,

which is a highly experienced

TEAM RESOURCES					
Design Resources			Construction Resources		
Name Project Role		No.	Project Role	Assigned/ Committed	Additional Available
Jared Medlin, PE Lead Design Engineer			Proj Mgr	1	1
Roadway Lead			Asst. PM	1	3
Avail Hwy / Road Engrs / Designers		28	Const Mgr	1	2
Structural Lead			Engrs	2	6
Avail Structural Engrs / Designers		38	Schedulers	1	1
Hydro/Hydraulic Lead			Admins	2	4
Avail Hydro/Hydraulic Engrs / Designers		10	Supts	2	3
			Foreman	4	4
			Craft	20	40
QC Manager					
Avail QC Inspectors & Technicians 24					

team that served as the lead designer for the I-85 over Rocky Creek DB and I-77 Panther Interchange DB projects. The BDC/KCI Team has analyzed the project requirements, determined the project resource needs, and has committed those resources to make sure this project is completed on or ahead of schedule.

Strategy | BDC's strategy is focused on schedule and resources. BDC brings successful, relevant, and local paving and bridge construction experience ([See Work History Forms](#)) and KCI provides design-build experience and knowledge of the project.



BDC will be self-performing all major construction tasks ([see Org Chart for details](#)) so that all

construction resources are coordinated and functioning as a single delivery team. Likewise, KCI will self-perform all major design tasks, including roadway, traffic, hydraulic, and NOI permitting/compliance, with support from S&ME, who will serve as the geotechnical design firm, Robbins & DeWitt providing environmental and permitting services, and TELICS providing right-of-way services.

In addition to the importance of BDC's ability to self-perform nearly all the work and control the schedule, our team also has very strong relationships with local subcontractors. To further augment our team, we will engage local subcontractors during the RFP phase for various specialty scopes of work as shown on the organization chart.

Execution | In order to execute our plan upon selection, we will accelerate the design work prior to Award and NTP. Also, we will develop bridge replacement designs that will facilitate accelerated construction. With our local grading, paving, and bridge construction resources and knowledge, we will be able to deliver this project quickly and safely per the contract requirements.

BDC's preconstruction team led by the Estimating groups administrative assistant, Eve Hibbler, will begin soliciting local and scope specific DBE's immediately upon the team being selected to the shortlist. During this portion of the pursuit BDC will have two virtual DBE information times set up for DBE's to ask questions about available scopes and processes to submit quotes for this project.

The BDC/KCI Team will use our lessons learned from prior design-build projects, including the relevant



projects provided in [Appendix B](#). Upon award, the BDC/KCI Team will immediately co-locate in KCI's Rock Hill office as practical or necessary to begin planning and implementing our strategy. The BDC/KCI Team Members and Lead Engineer are all located in close proximity of Cherokee County.

These geographical enhancements will facilitate further integration of the BDC/KCI Team, which will provide advantages to the SCDOT and the Project, and those enhancements coupled with our collective knowledge, experience, and expertise will make this project a success for SCDOT.

3.4 EXPERIENCE OF KEY INDIVIDUALS

3.4.1 Required Licensing

Resumes demonstrating relevant experience of our Key Individuals are included in [Appendix A](#). The BDC/KCI Team has all licenses required for performing work on the Project under state and local laws. Any design reports, plans, and design calculations shall be signed and sealed by a unrestricted Professional Engineer registered in the State of South Carolina.

KEY INDIVIDUAL	FEATURED PROJECT EXPERIENCE
<u>Kevin O'Connor (BDC) – Project Manager</u> Mr. O'Connor has 20+ years in the construction industry with 19 years managing heavy highway projects in North and South Carolina. Mr. O'Connor will serve as Project Manager over the daily operations and be involved in the design review process. He has been involved in multiple Design-Build projects involving interstate widening and bridge construction. His management and operational experience in the construction industry on large projects will help bring this project to a successful completion.	<ul style="list-style-type: none"> ✓ NCDOT Ashe-Watauga Express Design-Build – Culvert Replacement ✓ SCDOT I-385 DB Project ✓ NCDOT I-485 DB I-77 to Rea Road ✓ NCDOT Rowan County Railroad Enhancement Project ✓ NCDOT I-77 HOT Lanes Project – Roadway and Bridge Package ✓ NCDOT I-26 Widening Design-Build
<u>Joseph Byington, PE (BDC) – Assistant Project Manager</u> Mr. Byington will actively manage all day-to-day operations for this project. In addition to managing day-to-day operations, he will work closely with the design team to ensure the highest quality of service possible, as well as provide constructability reviews throughout the design process. He has over 20 years experience and has been involved in dozens of projects involving over 50 bridges, including design-build projects with values of \$10M to \$450M. His experience and skill set will push any project toward a successful completion both on schedule and within budget. One of his latest projects was the Sangaree and Royal Road intersection improvement and pedestrian bridge construction located in Summerville, SC.	<ul style="list-style-type: none"> ✓ Dorchester County Sangaree & Royal Road Pedestrian Bridge ✓ NCDOT Bridge over Norfolk Southern Railroad ✓ NCDOT I-77 Hot Lanes ✓ TXDOT I-35 Waco, Texas ✓ NCDOT I-85 Widening ✓ UDOT I-15 ICORE Project (Provo, Utah) ✓ FDOT Treasure Island Bascule Bridge Replacement (St Petersburg, FL) ✓ MDSHA Woodrow Wilson Bascule Bridge Replacement (Oxon Hill, MD)
<u>Kenneth Morgan (BDC) – Construction Manager</u> Mr. Morgan has 35 years experience in the heavy highway construction industry with the majority of that serving as foreman, superintendent and Construction Manager on many bridge projects in the Carolinas. His duties include management of personnel, material delivery schedules, subcontractors, quality, safety, and owner interaction. He has served these roles on various size projects including design build and bid build. This work has been done for both SCDOT and NCDOT.	<ul style="list-style-type: none"> ✓ SCDOT US 321 York County ✓ Dorchester County Sangaree & Royal Road Pedestrian Bridge ✓ NCDOT Concord Mills Mall Flyover ✓ NCDOT Old Hwy 64 Bridge ✓ NCDOT Little Washington Bypass DB



KEY INDIVIDUAL	FEATURED PROJECT EXPERIENCE
<p><u>Jared Medlin, PE (KCI) – Lead Design Engineer</u> Mr. Medlin has 20 years of experience in the design and design management of highway bridge projects in the Carolinas. His duties include contract executions, marketing and managing all engineers, designers, and technicians within the design team. He has served as a project manager for fast-paced design-build and value engineering projects for bridge contractors as well as traditional design-bid projects directly for state departments of transportation, including SCDOT. Mr. Medlin has been the EOR for 60+ bridges over the course of his career.</p>	<ul style="list-style-type: none"> ✓ SCDOT I-77 Panther Interchange DB ✓ Emergency Bridge Replacement Package 5 ✓ Emergency Bridge Replacement Package 6 ✓ SCDOT I-85 over Rocky Creek Bridge DB ✓ SCDOT US 278 Corridor Improvement Study ✓ NCDOT Division 13B Express DB, Year 3 ✓ NCDOT Division 13B Express DB, Year 8

3.5 PAST PERFORMANCE OF THE TEAM

3.5.1 Experience of the Proposer's Team

Completed Work History and Quality

Forms are included in [Appendix B](#).

3.5.2 Quality of Past Performance

Work History and Quality Forms are included

in [Appendix C](#) for applicable projects. BDC

and KCI have 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.

BDC has been the recipient of two *Carolinas AGC Pinnacle Awards* for their design-build projects. The *Carolinas AGC Pinnacle Awards* is the most prestigious recognition in the Carolinas construction industry honoring the work of general contractors and their projects'

key partners. The first award was in 2015 for the Macy Grove and I-40 Interchange Design-Build project and the second being in 2021 for the US 421/I-40 Business Design-Build project. The US 421/I-40 Business Design-Build was also recognized by the *Design-Build Institute of America* for the *Southeast Project of the Year*. These awards demonstrate BDC's dedication to project excellence, as well as quality of past performance.



QUALITY QUESTION	BDC	KCI
Delinquent/Default?	No	No
Litigated Claims?	No	No
Liquidated Damages?	Yes	No
OSHA Violations?	No	No
Permit Remediation Actions, Stop Orders, or Delays?	No	No
Claims Against Lead Designer?	No	No
Legal Proceedings Between Lead Designer & Contractor?	No	No

3.6 LEGAL AND FINANCIAL

3.6.1/3.6.2/3.6.3 Financial Capacity, Bonding Capacity, Organizational Agreements

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

3.7 ORGANIZATIONAL CONFLICTS OF INTEREST

[Appendix E](#) contains the requested information for Conflict of Interest.

“On behalf of the City of Charlotte General Services, I wanted to express our appreciation for all the work that Blythe Development has put into helping our team start our first Progressive Design Build Roadway project. The collaboration efforts by the team have really made the process a productive experience as we move through the contract process, design and soon to move to the start of construction. As we launched on this new delivery method, it has been crucial that we draw from the vast experience that Blythe Development has to meet all our project goals including budget and schedule. We started this project through all virtual meetings and consistent communication. Blythe has kept in constant communication with the team and have brought up several construction related issues during design that will help the project to be more successful. We look forward to the successful completion of this project.”

*Samantha Miller, PE, PMP
City of Charlotte, Senior Engineer (April 11, 2022)*



APPENDIX A: KEY INDIVIDUAL RESUME FORMS

Brief Resume of Key Individual anticipated for the Project.a. Name & Title:

Kevin Charles O'Connor
Senior Project Manager – Public Division

b. Role of Key Individual for this Project:

Project Manager

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

Blythe Development Company

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

Firm 1: Blythe Development Company: Senior Project Manager / Project Manager (2014 to Present): Responsible for overseeing Public Division projects as a project manager. Responsible for overseeing other Project Managers the Public Division as a Senior Project Manager.

Firm 2: Lane Construction: Cost Control Engineer/Senior Project Engineer (2012 to 2014): As Cost Control Engineer I reviewed and analyzed project cost on all our design-build work as well as Asphalt Division work. As Senior Project Engineer I oversaw the day-to-day field operations of design-builds in both SCDOT and NCDOT. This included managing the engineering, equipment and survey staff.

Firm 3: Blythe Construction: Project Engineer (2003 to 2012): As a Project Engineer I assisted the Project Manager and Superintendent on day-to-day operations to help manage and construct the project.

e. Education:

Virginia Commonwealth University / Richmond, VA / Business Management / 2002

f. Document the extent and depth of your experience and qualifications relevant to the Project.**NCDOT I-26 Design Build Widening Project****Key Personnel Role:** Senior Project Manager**Experience with Current Firm:** Firm 1**Project/Assignment Duration:** Project 2016 to 2022, Assigned 2018 to 2022**Owner Contact Information:** NCDOT, Jody Lawrence, jrlawrence@ncdot.gov, (828) 298-0080**Design/Construction Value:** \$59.4 Million**Project Description:**

This project includes 1.5 miles of interstate widening along with additional Y-line and ramp improvements with a Y-Line bridge widening over I-26 in Asheville, NC. Kevin's specific responsibilities included overseeing the Project Manager as well as the overall profitability of the project.

**SCDOT Highway 160 Widening Project****Key Personnel Role:** Project Manager / Senior Project Manager**Experience with Current Firm:** Firm 1**Project/Assignment Duration:** Project 2017 to 2021, Assigned 2018 to 2021**Owner Contact Information:** SCDOT, Ken Wilson, wilsonka@scdot.org, (803) 804-1392**Design/Construction Value:** \$14 Million**Project Description:**

This project includes 2.5 miles of widening in Indian Land, SC. Kevin's specific responsibilities included the overall management of the project team including all field operations.

I-77 HOT Lanes Widening Project**Key Personnel Role:** Project Manager / Senior Project Manager**Experience with Current Firm:** Firm 1**Project/Assignment Duration:** Project 2016 to 2020, Assigned 2016 to 2020**Owner Contact Information:** NCDOT, Nat Hunter, ehunter@ncdot.gov, (980) 262-6202**Design/Construction Value:** \$19 Million**Project Description:**

This project includes 10 miles of interstate widening (adding HOT Lanes) with four bridge widenings in Charlotte, NC. Blythe Development Company was a subcontractor to Sugar Creek Construction whose scope of work included all erosion control, earthwork, and storm drainage activities for this section of the I-77 HOT Lanes project. Kevin's specific responsibilities included the overall management of the project team including all field operations.

NCDOT I-485 Design Build Widening Project

Key Personnel Role: Senior Project Engineer

Experience with Current Firm: Firm 2

Project/Assignment Duration: Project 2013 to 2015, Assigned 2013 to 2014

Owner Contact Information: NCDOT, Brady McKenzie, bmckenzie@ncdot.gov, (704) 218-5125

Design/Construction Value: \$94 Million

Project Description:

This project includes eight miles of interstate widening with 12 bridge widenings and one new flyover bridge in Charlotte, NC. Kevin's specific responsibilities included scheduling, material and subcontractor procurement, cost control and overall day to day operations over the project engineering team.



- g. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.
Kevin is currently completing the NCDOT NC-16 Widening project in Catawba County, which will finish in early September 2022 allowing Kevin to be assigned to this project 100% of the time.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Joseph Andrew Byington, PE
Project Manager



b. Role of Key Individual for this Project:

Assistant Project Manager

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

Blythe Development Company



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

Firm 1: Blythe Development: Project Manager – Responsible for construction management 2021 – Present - Joe has been managing multiple crews on various projects thru the allocation of resources, material acquisition, schedule management and owner coordination.

Firm 2: Oscar Renda Construction: Project Manager – Responsible for construction. 2018 – 2021 - Joe managed large individual projects responsible for material procurement, resource allocation, schedule, safety and owner coordination.

Firm 3: Sloan Construction: Project Manager – Responsible for construction management, 2016 – 2018 - Joe oversaw construction of multiple bridge projects by managing procurement, subcontractors, self perform resources, schedule, and owner coordination.

e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):

Utah State / Logan, UT / Bachelor of Science / 2001 / Civil Engineering

f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s:

2008 / NC / PE / 042692

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

Sangaree & Royal Road Intersection and Pedestrian Bridge Construction Summerville, SC

Key Personnel Role: Project Manager

Experience with Firm: Firm 1

Project/Assignment Duration: Project: 2021-2022, Assigned: 2021-2022

Owner Contact Information: Mead & Hunt, Claude Ipock, claud.ipock@meadhunt.com, (803) 520-2985

Construction Value: \$2 Million

Project Description:

This project includes one mile of reconstruction of roadway with a pedestrian bridge in Summerville, SC. Joe's specific responsibilities included construction management of the pedestrian bridge including, crew oversight, scheduling, and cost control.

Cross Charlotte Trail Charlotte, NC

Key Personnel Role: Project Manager

Experience with Firm: Firm 1

Project/Assignment Duration: Project: 2019-2022, Assigned: 2021-2022

Owner Contact Information: City of Charlotte, Joe Frey, Joe.Frey@charlottenc.gov, (980) 219-3589

Construction Value: \$15 Million

Project Description:

This project includes 1.5 mile of new green way trail including eight pedestrian bridges in Charlotte, NC. Joe's specific responsibilities included construction management including, crew oversight, scheduling, and cost control.

Norfolk Southern Rail Road in Concord, NC

Key Personnel Role: Project Manager

Experience with Current Firm: Firm 3

Project/Assignment Duration: Project: 2016-2018, Assigned: 2016-2018

Owner Contact Information: DOT, Daniel Tolley, Jdtolley@kleinfelder.com, (704) 465-7726

Construction Value: \$12 Million

Project Description:

This project includes one mile of reconstruction of roadway with a three-phase bridge over Norfolk Southern Rail Road in Concord, NC. Joe's specific responsibilities included construction management including, crew oversight, scheduling, and cost control.

- | |
|---|
| <p>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.</p> <p>Joe is currently assigned to a Cross Charlotte Greenway and Stream Restoration project in Charlotte, NC as the project manager. This project is scheduled to be completed by September 2022, prior to the beginning of this project, thereby allowing Joe to allocate 100% of his time to this project.</p> |
|---|

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Kenneth Lynn Morgan
Superintendent – Public Division (Bridge)



b. Role of Key Individual for this Project:

Superintendent

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

Blythe Development Company



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

Firm 1: Blythe Development Company: Superintendent (2017 to Present): Responsible for building and overseeing projects related to the bridge division. Manages a crew of several workers to help construct a variety of heavy civil projects.

Firm 2: Carolina Bridge Company: Superintendent (2010 to 2017): Responsible for building and overseeing projects related to the bridge division. Manages a crew of several workers to help construct a variety of heavy civil projects.

Firm 3: Flat-Iron Construction: Assistant Superintendent (2009 to 2010): Assisted the superintendent in day-to-day operations while helping manage the crew.

e. Education:

Lenoir High School, 1982 - 1986

f. Active Registrations:

NCDOT Erosion Control Supervisor Level 2 / 6753

OSHA 30 Certification / 18-602006089

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

U.S Highway 321: SC File Number 4690020 York County, SC

Key Personnel Role: Superintendent

Experience with Firm: Firm 1

Project/Assignment Duration: Project: 2020-2021, Assigned: 2020-2021

Owner Contact Information: SCDOT, Jared Bragg, BraggJK@SCDOT.org, (803) 324-3545

Design/Construction Value: \$5 Million

Project Description:

This project was a 200-foot bridge that used structure steel girders in York, SC. Kenneth's job was to construct the substructure and the superstructure of the bridge along with managing a crew. The scope of work required this structure to be built in multiple phases. Kenny's experience allowed for the bridge construction to progress as smoothly as possible.

Old Highway 64

Key Personnel Role: Superintendent

Experience with Firm: Firm 2

Project/Assignment Duration: Project: 2013-2014, Assigned: 2013-2014

Owner Contact Information: NCDOT, Greg Wallace, gwallace@ncdot.gov, (828) 421-1216

Design/Construction Value: \$8 Million

Project Description:

This project was a 130' bridge that used 72" Bulb Tee girders in Hayesville, NC. Kenneth's job was to construct the substructure and the superstructure of the bridge. To construct the substructure water barges had to be utilized because of the location of the piers. This was mainly a water job and had to use specific techniques to efficiently construct the bridge.

NCDOT I-26 Design Build Widening Project

Key Personnel Role: Superintendent

Experience with Current Firm: Firm 1

Project/Assignment Duration: Project 2016 to 2022, Assigned 2018 to 2020

Owner Contact Information: NCDOT, Jody Lawrence, jrlawrence@ncdot.gov, (828) 298-0080

Design/Construction Value: \$59.4 Million

Project Description:



This project includes 1.5 miles of interstate widening along with additional Y-line and ramp improvements with a Y-Line bridge widening over I-26 in Asheville, NC. Kenneth's job was to construct the substructure and the superstructure of the bridge along with managing a crew.

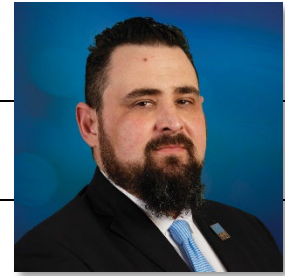
- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.
Kenny is currently completing the Cross Charlotte Trail project that will be complete by September 2022 allowing Kenny to be assigned to this project 100% of the time.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Jared Medlin, PE
SC Structures Practice Leader



b. Role of Key Individual for this Project:

Lead Design Engineer

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

KCI Technologies, Inc.



d. Years of Experience: With this Firm 20 Years With Other Firms 0 Years

Firm 1: KCI Technologies, Inc. – SC Structures Practice Leader, 2002 – Present: Mr. Medlin is responsible for design, plan development and design management of highway bridge projects. Throughout his 20-year career with KCI, Mr. Medlin has served as bridge designer, bridge engineer, lead bridge engineer, and project manager for more than 60 bridge projects in South Carolina, North Carolina, Virginia, and Georgia. His duties include leading a bridge structures group and managing major bridge projects in SC. He has served as the Lead Design Engineer for fast-paced secondary bridge replacement design-build projects as well as traditional design-bid projects directly for state departments of transportation.

e. Education:

University of North Carolina at Charlotte / Charlotte, NC / Bachelor of Science / 2002 / Civil Engineering

f. Active Registrations:

2007 / SC / PE / 25482, 2007 / NC / PE / 032954, 2009 / VA / PE / 0402045982, 2017 / GA / PE / 041686, 2017 / TX / PE / 126283, 2007 / FL / PE / 66742

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

I-77 Panthers Interchange DB – Project ID P038652

Key Personnel Role: Design Quality Control Manager/Lead Structural Engineer

Experience with Current Firm: Firm 1

Project/Assignment Duration: 2021-Present

Owner Contact Information: SCDOT, Jae Mattox, PE, mattoxjh@scdot.org, (803) 737-1805

Design/Construction Value: \$3.2 million (design), \$51.5 million (construction)

Project Description: KCI served as the lead designer for a new interchange on I-77 in York County, between Cherry Road (Exit 82) and Dave Lyle Boulevard (Exit 79) to provide direct access to a new training facility for the Carolina Panthers and surrounding new development. The project scope consisted of design and construction of a partial cloverleaf interchange that included the first ever dual lane loop entrance ramps constructed in South Carolina. The project included two bridges, One Carolina Drive over I-77 and Ramp 2 over Ramp 3 which used structural steel plate girders and prestressed concrete girders, respectively. The One Carolina Drive over I-77 steel girder bridge is one of the longest single span steel girder bridges erected in South Carolina with girders at 213'-2". This bridge is significantly wide at 127'-1" and includes 11 girder lines. The project also included over 47,000 square feet of MSE walls up to 40 feet tall. In addition to structure and roadway design, other elements of KCI's scope of work included a reevaluation of the NEPA document, Individual Permit modification, NOI permit, traffic control (including workzone ITS), utility coordination, ITS plans, four traffic signals, street lighting, signing and pavement markings, electrical design, and performed construction quality control inspection. KCI facilitated third party coordination with the Panthers Organization representative, The City of Rock Hill, Utility Companies, and partnered extensively with SCDOT to make this project a success. As Lead Structural Engineer, Mr. Medlin was the Engineer of Record for both bridges and six MSE walls. He closely coordinated with all major design disciplines to deliver a well-integrated project.



Division 13B Express Design Build Bridge Replacement Project – Project 17BP.13.R.151

Key Personnel Role: Design Manager/Structure Design Lead

Experience with Current Firm: Firm 1

Project/Assignment Duration: 2014-2018

Owner Contact Information: NCDOT, Cole Hood, chood@ncdot.gov, (828) 251-6171

Design/Construction Value: \$1.6 million (design), \$9.7 million (construction)

Project Description: This project involved the design-build replacement of 11 bridges in NCDOT Division 13 (four bridges in Buncombe County, three bridges in Madison County, and four bridges in Mitchell County). The scope for this project included design services, construction services, permits, utility coordination and right of way acquisition services required to replace all eleven structures. Ten of eleven sites were on secondary routes and designed using NCDOT's "Sub-regional Tier Design Guidelines for Bridge Replacement Projects" which is similar to SCDOT's "Supplemental Design Criteria for Low Volume Bridge Replacement Projects." The



remaining site was on a NC highway route and was designed per NCDOT's Roadway Design Manual. Ten of eleven sites used prestressed concrete hollow cored slabs or box beams with an asphalt wearing surface. The remaining site superstructure was prestressed concrete AASHTO Type IV girder bridge with a cast in place deck. Seven of the eleven sites required FEMA coordination. Seven sites were built with no impacts to waters of the US, and four sites were constructed under Nationwide Permit 3. KCI performed design management structure design, roadway design, traffic control design, pavement marking plans, utility coordination, utility design, survey, SUE, and construction phase support for this project. As Design Manager, Mr. Medlin was responsible for all aspects of the design of the project. He also served as the Structure Design Lead and engineer of record for all 11 structures.

Division 13 Express Design Build Bridge Replacement Project – Project 17BP.13.R.104

Key Personnel Role: Design Manager/Structure Design Lead
Experience with Current Firm: Firm 1
Project/Assignment Duration: 2012-2015
Owner Contact Information: NCDOT, Cole Hood, chood@ncdot.gov, (828) 251-6171
Design/Construction Value: \$1.1 million (design), \$7.0 million (construction)



Project Description: This project involved the design-build replacement of 7 bridges in NCDOT Division 13 (one bridge in Buncombe County, two bridges in Burke County, one bridge in Madison County, one bridge in McDowell County, and two bridges in Rutherford County). The scope for this project included design services, construction services, permits, utility coordination and right of way acquisition services required to replace all seven structures. Six of seven sites were on secondary routes and designed using NCDOT's "Sub-regional Tier Design Guidelines for Bridge Replacement Projects" which is similar to SCDOT's "Supplemental Design Criteria for Low Volume Bridge Replacement Projects." The remaining site was on a NC highway route and was designed per NCDOT's Roadway Design Manual. Six used prestressed concrete hollow cored slabs with an asphalt wearing surface. The remaining site was an aluminum box culvert. Five sites required FEMA coordination. Four sites were built with no impacts to waters of the US, and four sites were constructed under Nationwide Permit 3. KCI performed design management, structure design, and survey for this project. As Design Manager, Mr. Medlin was responsible for all aspects of the design of the project. He also served as the Structure Design Lead and engineer of record for all seven structures.

Division 1 Low Impact Bridge Replacement Design Build Project – TIP BD-5101

Key Personnel Role: Design Manager/Structure Design Lead
Experience with Current Firm: Firm 1
Project/Assignment Duration: 2012-2014
Owner Contact Information: NCDOT, Shawn Mebane, cmebane@ncdot.gov, (252) 789-6159
Design/Construction Value: \$1.1 million (design), \$4.8 million (construction)




Project Description: This project involved the design-build replacement of 8 bridges in Martin County, NC. The scope for this project included design services, construction services, permits, utility coordination and right of way acquisition services required to replace all eight structures. All eight sites were on secondary routes and designed using NCDOT's "Sub-regional Tier Design Guidelines for Bridge Replacement Projects" which is similar to SCDOT's "Supplemental Design Criteria for Low Volume Bridge Replacement Projects." All eight sites used prestressed concrete hollow cored slabs with an asphalt wearing surface. Five of the eleven sites required FEMA coordination. All eight were constructed under Nationwide Permit 3. KCI performed design management structure design, survey, SUE, and construction phase support for this project. As Design Manager, Mr. Medlin was responsible for all aspects of the design of the project. He also served as the Structure Design Lead and engineer of record for all eight structures.

- 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 BDC assignment.
 Mr. Medlin will not be required to be on-site full-time.

APPENDIX B: WORK HISTORY AND QUALITY FORM - SECTION 3.5.1

WORK HISTORY AND QUALITY FORM – CONTRACTOR



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify BDC responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by BDC (in thousands)
Name: NCDOT Express Design Build C204113 - Bridge Replacements Location: Ashe & Watauga Counties	Name: Blythe Development Company Timmons Group	Name of Owner: NCDOT Project Manager: Ivan Dishman, PE Phone: 336-903-9245 Email: ihdishman@ncdot.gov	06/2021	\$ 2,706	\$2,706
g. Narrative describing the work performed by BDC. If submitting work completed by an affiliated or subsidiary company of BDC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>This \$2.7 million bridge replacement project consisted of replacing two existing bridges in NCDOT Division 11. One bridge each in Ashe & Watauga counties North Carolina. The scope of work performed by Blythe Development Company, from Charlotte, NC, as the prime contractor included demolition of existing bridges, staged culvert construction, all concrete placement, removal and disposal of all existing pavement, mass grading with borrow and onsite cut to fill, fine grading, and MOT management. Blythe Development Company managed this design build project thru the use of local subcontractors and their own resources to expedite the phased construction to maximize schedule opportunities.</p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of BDC performance on the project to identify BDC with firms or personnel that have successfully completed projects on time and on or under budget, and to identify BDC that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The Blythe Development Company design-build team collaborated during the pursuit and after award through the design process to improve the constructability of these projects. The Watauga portion of the project particularly had several challenges including right-of-way and utility relocation. Through the use of a phased MOT design, right-of-way acquisition was minimized and limited the need for full utility relocations due to the coordination of all parties.</p>					
i. Quality Initiatives. Discuss BDC quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The project team developed and executed a project specific QMP to ensure overall construction quality. The team managed the phasing and material delivery by using a site adjacent to the project as the primary laydown area, allowing for a significant reduction of hauling and impacts on the traveling public. This process positively impacted the safety, quality, and schedule throughout the duration of the project. The use of precast box culvert on the Watauga bridge replacement particularly improved quality by limiting culvert excavation which considerably reduced the risk for quality issues to the close proximity of existing businesses in the downtown location of this bridge.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, BDC shall provide a detailed explanation below.					

WORK HISTORY AND QUALITY FORM – CONTRACTOR



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify BDC responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by BDC (in thousands)
Name: SCDOT File No. 4690020 US 321 Bridge Replacement over Allison Creek Location: Clover, SC	Name: Blythe Development Company KCI Technologies, Inc.	Name of Owner: SCDOT Project Manager: Jared Bragg Phone: (803) 448-5876 Email: BraggJK@scdot.org	11/2021	\$ 5,615	\$5,615

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

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



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

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

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

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

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

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

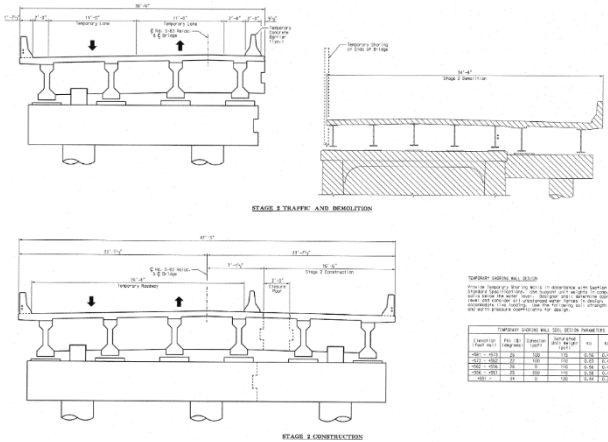
WORK HISTORY AND QUALITY FORM – CONTRACTOR



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify BDC responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by BDC (in thousands)
Name: Cherokee County SC File No. 1179731 S-83 Bridge Over Buffalo Creek Location: Cherokee County	Name: Blythe Development Company	Name of Owner: SCDOT Project Manager: Melanie Mobley, PE Phone:803-377-4155 Email: mobleymf@scdot.org	12/2019	\$5,209	\$5,209

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

This project consisted of the removal of an existing 12-span steel girder bridge over Buffalo Creek and replacement with a 390’ five-span concrete girder/deck bridge founded on drilled shaft interior and H-pile exterior bents. Staged demolition was complicated. The existing bridge was previously widened from its original state, which complicated the demo by requiring removal of hybrid bents (i.e. concrete column crutch bents added to existing solid wall bents at varying elevations.). In addition, in order to maintain existing traffic patterns, the bridge was constructed in stages. This required the design and construction of relatively tall temporary shoring devices to support stage 1 construction during construction of stage 2 substructure and borrow placement. Traffic management was a major scope of work challenge due to the project’s vicinity to I-85 and several adjacent textile mills. This required diligence on the part of construction crews to ensure traffic control devices were constantly checked for proper installment, in order to ensure the safety of the traveling public and our crew. An Incident Management Plan was developed in conjunction with the SCDOT and local emergency personnel to ensure any accidents or incidents were dealt with quickly to avoid impacts to the traveling public on this important thoroughfare to the I-85 corridor.



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

Taking into account the major obstacles encountered by Blythe Development on this project, including utility conflicts and weather delays, Blythe Development was able to minimize these impacts by expediting work where possible. Both grading and bridge crews worked overtime and 6-7 days per week, where needed. Blythe and its subcontractors also supplemented crews with additional resources throughout the project to minimize disruptions.

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

Blythe Development worked closely with the SCDOT to overcome numerous challenges presented including utility conflicts, presence of barn swallows, and extreme weather events:


- **Utility Conflicts:** Blythe agreed to delay the start date of the project, at SCODT’s request, in order to allow Duke Energy additional time to relocate existing power poles to the ROW lines. Blythe also participated in the clearing operations early to allow for this pole relocation to take place.
- **Barn Swallows:** Blythe worked with DEHNR representatives to ensure existing barn swallow nests were protected prior to demolition starting.
- **Weather:** This project and surrounding area were subjected to extreme weather events in 2018, which resulted in delays to the completion of the project. SCDOT and Blythe personnel worked closely to ensure proper monitoring and compliance with environmental regulations which allowed work to continue as soon as the impact from the weather events subsided.

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

This project’s start date was initially delayed several months due to utility conflicts outside of the control of Blythe Development. Upon relocation of the conflicting utilities, Blythe diligently pursued the scope of work but was presented with other challenges during construction which affected completion time, including major weather events which flooded the project and access roads, which required the de-mob and re-mob of our key drilled shaft subcontractor. These delays resulted in liquidated damages being assessed by the SCDOT.


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 KCI’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by KCI (in thousands)
Name: I-77 Panthers Interchange Design-Build Location: York County, SC	Name: United-Blythe Panthers Joint Venture	Name of Owner: SCDOT Project Manager: Jae Mattox, PE Phone: (803) 737-1805 Email: mattoxjh@scdot.org	Professional Services: 8/2021 Construction: 5/2023	\$48,353	\$4,750
g. Narrative describing the work performed by KCI. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>KCI served as the lead designer for a new interchange on I-77 in York County, between Cherry Road (Exit 82) and Dave Lyle Boulevard (Exit 79) to provide direct access to a new training facility for the Carolina Panthers and surrounding new development. The project scope consisted of the design and construction of a partial cloverleaf interchange that included the first-ever dual-lane loop entrance ramps constructed in South Carolina. The project included two bridges, One Carolina Drive over I-77, and Ramp 2 over Ramp 3, which used structural steel plate girders and prestressed concrete girders, respectively. The One Carolina Drive over I-77 steel girder bridge is one of the longest single-span steel girder bridges erected in South Carolina with girders at 213’-2”. This bridge is significantly wide at 127’-1” and includes 11 girder lines. The project also included over 47,000 SF of MSE walls up to 40 LF tall.</p> <p>The project design was delivered on an accelerated schedule with RFC plans approved 10 months following contract execution. In order to accelerate construction, KCI developed an early works package that included steel girder design (to accelerate lead time for fabrication), clearing and grubbing, sediment and erosion controls, deep drainage, earthworks, and shoulder paving on I-77. The early works package enabled the contractor to begin work six months following contract execution, which was necessary in order to meet the overall contract scheduled completion date, which was two years and four months following contract execution and notice to proceed. In addition to structure and roadway design, other elements of KCI’s scope of work included a reevaluation of the NEPA document, Individual Permit modification, NOI permit, traffic control (including workzone ITS), utility coordination, ITS plans, four traffic signals, street lighting, signing and pavement markings, electrical design, and performed construction quality control inspection. KCI facilitated third-party coordination with the Panthers organization representative, the City of Rock Hill, utility companies, and partnered extensively with SCDOT to make this project a success.</p>				<div>Similarities<ul style="list-style-type: none">✓ Blythe Development/KCI Team✓ Aggressive DB schedule to complete project✓ Multiple bridges✓ Structure Design & Construction✓ Design-Build</div> <div>Personnel<ul style="list-style-type: none">✓ Jared Medlin, PE: Design Quality Control Manager/Structures Lead Engineer (2021-2023)</div>	
h. Self-Assessment. The information provided in this section should be a self-assessment of KCI’s performance on the project to identify KCI with firms or personnel that have successfully completed projects on time and on or under budget, and to identify KCI that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>KCI met or exceeded the project requirements for this project. To ensure the project met the required schedule, KCI implemented an early works package to get construction underway within six months of NTP. Once construction began, KCI provided support to the contractor with plan revisions as needed based on field conditions encountered. Our responsiveness to both the contractor and SCDOT kept the project on schedule. No major plan errors were identified that would affect the project schedule or budget. No time extensions or claims against the SCDOT were necessary.</p>					
i. Quality Initiatives. Discuss KCI’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>KCI addressed quality by implementing our ISO 9001:2015 certified Quality Management System. A project specific Design Quality Control Plan was developed with Jared Medlin, PE designated as the Design Quality Control Manager. As part of the quality process, the discipline leads provided documentation of their quality control processes by producing checksets and filling out the SCDOT Quality Control checklists. An interdisciplinary review was performed to ensure the compatibility of the different design disciplines in each submittal.</p> <p>Once all of the comments had been addressed, Mr. Medlin performed a quality audit to verify the design has been checked and confirm the design meets the contract requirements. By following the quality control process, KCI was able to avoid major plan errors that would affect cost and schedule. With weekly team meetings between the designers and the contractor, the designers were able to design the project with the contractor’s means and methods in mind. The frequency of the meetings also ensured that all deliverables were submitted in accordance with the project schedule. There have been no claims against KCI by either the contractor or SCDOT on this project.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KCI shall provide a detailed explanation below.					
All answers to the questions in Section 3.5.3. are “No” for this project.					

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 KCI's responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by KCI (in thousands)
Name: Emergency Bridge Replacement Package 5 Design-Build Location: Clarendon County, SC	Name: Lee Construction Company of the Carolinas	Name of Owner: SCDOT Project Manager: Michael Hood Phone: (803) 737-3485 Email: hoodml@scdot.org	Professional Services: 4/2016 Construction: 4/2016	\$12,810	\$1,397
g. Narrative describing the work performed by KCI. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
<p>A historic flooding event resulted in the closure of over 500 roads and bridges and 47 dam failures. This caused significant travel disruptions throughout the state.</p> <p>SCDOT set the priority for critical bridge replacements and identified six packages of bridges. Package 5 consisted of all work necessary, within a 1.5 mile section of US 301 over the Black River Swamp, to remove the remainder of four existing bridges and to construct new bridges, including the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. The project also included roadway and drainage work between the four bridges within the entire 1.5 mile corridor. The flooding resulted in irreparable damage to the supporting bridge piers of all four bridges and completely washed out sections of the approach roadway. The road closure and detour not only resulted in long term travel delays between the tow ns of Manning and Turbeville, but also denied a local farmer access during the beginning of growing season to his fields, silos, and barns located within the project limits. KCI performed project management, roadway and structural design services, survey, and utility coordination. Both Parrish and Partners and S&ME served as major subconsultants on this project. Within two months from project award date, KCI successfully provided the completed roadway and bridge plans in accordance with the planned submittal schedule. During the construction process, the KCI team has continued to provide the contractor in a timely manner accurate solutions to the various issues that have come up in the field, as well as construction design services on an as needed basis. Significant communication and coordinating effort between the design team internally, the contractor, and the SCDOT resulted in the project being delivered on time under this accelerated schedule.</p>			 <div><div>Similarities</div><ul style="list-style-type: none">✓ Multiple bridge replacements✓ S&ME Major Sub✓ Structure Design & Construction✓ Secondary Roads✓ Design-Build<div>Personnel</div><ul style="list-style-type: none">✓ Jared Medlin, PE: Structures Quality Assurance (2016)</div>		
h. Self-Assessment. The information provided in this section should be a self-assessment of KCI's performance on the project to identify KCI with firms or personnel that have successfully completed projects on time and on or under budget, and to identify KCI that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>Design challenges were seen from the very beginning. The design-build team had approximately only two weeks to accurately come up with an economical concept, including quantities. These concepts needed to both fit the contractor's construction capabilities and be in compliance with the geometric and design restrictions set by the SCDOT, which created limited options. The information provided for bid was also limited, which required a good amount of experienced engineering judgement to preliminarily determine the expected behavior of the bridges and roadway embankments, especially during a seismic event, and to size the structural components accordingly, with minimal risk of significant change during final design. After the project was won by our team, the fast paced schedule needed to continue, so that the contractor would have ample time to acquire the needed materials, have structural components fabricated, and construct the bridges and roadway within the SCDOT-mandated 281 days after notice to proceed, after which time the contractor would be penalized.</p>					
i. Quality Initiatives. Discuss KCI's quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>Within two months from project award date, KCI successfully provided to the contractor the completed roadway and bridge plans in accordance with the planned submittal schedule. This accomplishment required close coordination between the contractor and design consultants, long hours, and a tight adherence to KCI's ISO process, so that the review comments from the SCDOT were minimal and easily addressed. During the construction process, the KCI team has continued to provide the contractor in a timely manner accurate solutions to the various issues that have come up in the field, as well as construction design services on an as needed basis. Significant communication and coordinating effort between the design team internally, the contractor, and the SCDOT resulted in the projects being delivered on time under this accelerated schedule.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, KCI shall provide a detailed explanation below.					
All answers to the questions in Section 3.5.3. are "No" for this project.					

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 KCI’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by KCI (in thousands)
Name: Emergency Bridge Replacement Package 6 Design-Build Location: Richland County, SC	Name: Crowder Construction Company	Name of Owner: SCDOT Project Manager: Tyke Redfearn Phone: (803) 737-1430 Email: redfearnwt@scdot.org	Professional Services: 8/2016 Construction: 1/2017	\$5,885	\$898

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




To quickly replace three, flood-damaged bridges in Hopkins, SC, Crowder and KCI teamed on this design-build project. Design and construction of the Back Swamp bridge included the demolition of the existing 120’ bridge, driving 1120 LF of H-pile and constructing two end bents of 30 CY, cast-in-place concrete. It also required installation of 6000 LF of earthquake drains. The superstructure included 800 LF of 54” modified bulb tee girders, with an SIP metal deck base for the 200 CY concrete bridge deck. The project also included current standard approaches, barriers, guardrails, paving and striping and 6000 CY of full material.

The bridge over Cedar Creek included demo of the existing 150' bridge, 1120 LF of driven H-pile, and 1440 LF of driven 24" precast concrete pile. There are six each, cast-in-place, 30 CY bents. The bridge deck was constructed utilizing flat slab forms and 500 CY cast in place concrete and is 170' long. Approach slabs were cast-in-place concrete and the project also included 1500 CY of fil material, standard barrier rails, guardrail, paving and striping.

Last, but not least, the Dry Branch bridge included demolition of the existing 100' bridge, and was founded on 1120 LF of driven H-pile and 720 LF of driven 24" precast concrete pile. We installed another 6000 LF of earthquake drains, cast-in- place four, 30 CY bents. The bridge deck was constructed utilizing Flat Slab forms and 300 CY of cast-in-place concrete and is now 170' long standard bridge. Also included were cast-in-place approach slabs, barrier rails, guardrail, paving and striping as well as 1500 CY of fill material. Total bridge length of the three was similar to total for proposed project.

KCI was the lead designer and performed design project management, roadway and structural design services, survey and utility coordination out of their Rock Hill, SC office. S&ME served as a major subconsultant on this project.

Within two months from project award date, KCI successfully provided the completed roadway and bridge plans in accordance with the planned submittal schedule. During the construction process, the KCI team has continued to provide the contractor in a timely manner accurate solutions to the various issues that have come up in the field, as well as construction design services on an as needed basis. Significant communication and coordinating effort between the design team internally, the contractor, and the SCDOT resulted in the project being delivered on time under this accelerated schedule.



Similarities

- ✓ Multiple bridge replacements
- ✓ S&ME Major Sub
- ✓ Structure Design & Construction
- ✓ Secondary Roads
- ✓ Design-Build

Personnel

- ✓ Jared Medlin, PE: Structures Quality Assurance (2016-2017)

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

Project was a model of performance and quality construction for Crowder and KCI. There were no quality issues, project was completed within schedule, and there were zero change orders. Crowder and KCI managed through the tight design and construction needs of the community and SCDOT to design and construct three bridges in six months’ time. Safety on the project was excellent with no OSHA recordable or lost time accidents.

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

The bridges were built simultaneously and sites were afforded the added value of sharing resources. KCI truly partnered with SCDOT to assure avoidance of claims, client satisfaction and overall project success.

The project was completed on time with no liquidated damages and no cost overruns.

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

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

APPENDIX C: WORK HISTORY AND QUALITY FORM - SECTION 3.5.2

WORK HISTORY AND QUALITY FORM – CONTRACTOR



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify BDC responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by BDC (in thousands)
Name: SCDOT File No. 4690020 US 321 Bridge Replacement over Allison Creek Location: Clover, SC	Name: Blythe Development Company KCI Technologies, Inc.	Name of Owner: SCDOT Project Manager: Jared Bragg Phone: (803) 448-5876 Email: BraggJK@scdot.org	11/2021	\$ 5,615	\$5,615

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

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



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

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

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

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

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

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

WORK HISTORY AND QUALITY FORM – CONTRACTOR



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify BDC responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by BDC (in thousands)
Name: Cherokee County SC File No. 1179731 S-83 Bridge Over Buffalo Creek Location: Cherokee County	Name: Blythe Development Company	Name of Owner: SCDOT Project Manager: Melanie Mobley, PE Phone:803-377-4155 Email: mobleymf@scdot.org	12/2019	\$5,209	\$5,209

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

This project consisted of the removal of an existing 12-span steel girder bridge over Buffalo Creek and replacement with a 390’ five-span concrete girder/deck bridge founded on drilled shaft interior and H-pile exterior bents. Staged demolition was complicated. The existing bridge was previously widened from its original state, which complicated the demo by requiring removal of hybrid bents (i.e. concrete column crutch bents added to existing solid wall bents at varying elevations.). In addition, in order to maintain existing traffic patterns, the bridge was constructed in stages. This required the design and construction of relatively tall temporary shoring devices to support stage 1 construction during construction of stage 2 substructure and borrow placement. Traffic management was a major scope of work challenge due to the project’s vicinity to I-85 and several adjacent textile mills. This required diligence on the part of construction crews to ensure traffic control devices were constantly checked for proper installment, in order to ensure the safety of the traveling public and our crew. An Incident Management Plan was developed in conjunction with the SCDOT and local emergency personnel to ensure any accidents or incidents were dealt with quickly to avoid impacts to the traveling public on this important thoroughfare to the I-85 corridor.

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

Taking into account the major obstacles encountered by Blythe Development on this project, including utility conflicts and weather delays, Blythe Development was able to minimize these impacts by expediting work where possible. Both grading and bridge crews worked overtime and 6-7 days per week, where needed. Blythe and its subcontractors also supplemented crews with additional resources throughout the project to minimize disruptions.

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

Blythe Development worked closely with the SCDOT to overcome numerous challenges presented including utility conflicts, presence of barn swallows, and extreme weather events:

- Utility Conflicts:** Blythe agreed to delay the start date of the project, at SCODT’s request, in order to allow Duke Energy additional time to relocate existing power poles to the ROW lines. Blythe also participated in the clearing operations early to allow for this pole relocation to take place.
- Barn Swallows:** Blythe worked with DEHNR representatives to ensure existing barn swallow nests were protected prior to demolition starting.
- Weather:** This project and surrounding area were subjected to extreme weather events in 2018, which resulted in delays to the completion of the project. SCDOT and Blythe personnel worked closely to ensure proper monitoring and compliance with environmental regulations which allowed work to continue as soon as the impact from the weather events subsided.

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

This project’s start date was initially delayed several months due to utility conflicts outside of the control of Blythe Development. Upon relocation of the conflicting utilities, Blythe diligently pursued the scope of work but was presented with other challenges during construction which affected completion time, including major weather events which flooded the project and access roads, which required the de-mob and re-mob of our key drilled shaft subcontractor. These delays resulted in liquidated damages being assessed by the SCDOT.

APPENDIX D: LEGAL & FINANCIAL

The Blythe Development Co.
Statement of Financial Capacity

In response to Section 3.6.1 of the Request for Qualifications ("the RFQ) for the Bridge Package 14 Design Build Contract ID P1162220 Cherokee County for the South Carolina Department of Transportation ("the Project), I hereby declare that Blythe Development Co., has the financial capacity and resources necessary to complete the Project as proposed in the RFQ.


Luther J. Blythe, Jr., Vice President of Operations


July 18, 2022

DATE

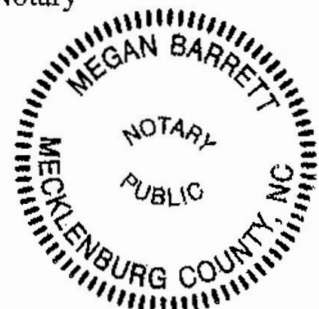
ACKNOWLEDGEMENT

On July 18 2022 before me, Megan Barrett, Notary Public, personally appeared, Luther J. Blythe, Jr., personally known to me to be the person whose name is subscribed to the within instruments on behalf of the entity indicated and that his signature constituted execution thereof by the entity indicated.

WITNESS my hand and official seal.


Signature of Notary

Notary Seal:





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

July 19, 2022

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

RE: Our Client: Blythe Development Company
Project: Bridge Package 14; Design Build Project Contract ID 1162220 Cherokee County
Estimated Cost: \$15,000,000.00

Dear Ms. Wright:

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

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

It is our understanding that the above referenced project has an estimated value of approximately \$15,000,000.00. Liberty Mutual Insurance Company would be most willing to provide the Performance and Payment Bond, in the event they are awarded the contract and enter into a contract satisfactory to all parties.

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

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

Sincerely,

LIBERTY MUTUAL INSURANCE COMPANY

Angela D. Ramsey, Attorney-In-Fact



Seal No. 4763



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

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

Certificate No: 8207360-969489

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana, (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, _____
Angela D. Ramsey, Donna K. Ashley, G. Timothy Wilkerson, J. David Pollack, Jr., Jacqueline Hampton, Jennifer C. Hoehn, William J. Quinn

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

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 17th day of February, 2022.



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

By:

David M. Carey
David M. Carey, Assistant Secretary

State of PENNSYLVANIA ss
County of MONTGOMERY

On this 17th day of February, 2022 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number 1126044
Member, Pennsylvania Association of Notaries

By:

Teresa Pastella
Teresa Pastella, Notary Public

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

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

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

ARTICLE XIII – Section 5. Surety Bonds and Undertakings.

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 19th day of July, 2022.



By:

Renee C. Llewellyn
Renee C. Llewellyn, Assistant Secretary

APPENDIX E: ORGANIZATIONAL CONFLICT OF INTEREST

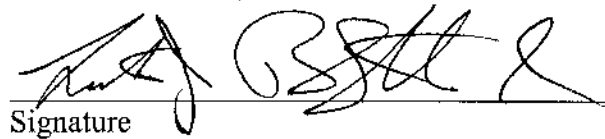
DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

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

Attach additional sheets as necessary.

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


Signature

July 18, 2022
Date

Luther J. Blythe, Jr
Print Name

Blythe Development Company
Company

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

Name

Phone

Company

APPENDIX F: CONFIDENTIAL OR PROPRIETY INFORMATION



APPENDIX F: CONFIDENTIAL OR PROPRIETY INFORMATION

The BDC/KCI Team has not submitted any confidential or proprietary information as part of this statement of qualifications.

APPENDIX G: ADDENDUM RECEIPT FORMS



South Carolina
Department of Transportation

NOTICE OF RECEIPT
Bridge Package 14
Design-Build – Contract ID 1162220
Cherokee County


Addendum 1

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

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

Confirmation Statement:

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


PROPOSER's Signature

July 18, 2022

Date

Luther J Blythe, Jr
Printed Name

For: Blythe Development Company
Design-Build Team Name



APPENDIX H: REFERENCE FORMS

[illegible]

[illegible]

APPENDIX I: UNIQUE ENTITY ID DOCUMENTATION



APPENDIX I: UNIQUE ENTITY ID DOCUMENTATION

Below are BDC/KCI Teams Unique Entity ID numbers.

Firm	Unique Entity ID Number
Blythe Development Company	LJJBQKNZLSD1
KCI Technologies, Inc.	PEVANTR72KU1
S&ME, Inc.	QQJTF2UJLFZ6
TELICS (Telecommunication & Industrial Consulting Services Corporation)	MXGLGHFV6EX5
Robbins & DeWitt, LLC	P66RDVP5M7K5