



Statement of Qualifications



SC 72 over Cox Creek



SC 49 over Tyger River



US 176 over Padgett's Creek



SC 49 over Fairforest Creek



SC 114 over Sandy Run Creek



SC 215 over Fairforest Creek

Bridge Package 17

Design-Build Project

Union County, SC | Contract ID 4462250

October 26, 2023



This document is bookmarked for your convenience.

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

*To return to your previous location,
simply type  + *

Narrative





3.2 INTRODUCTION



US 521 over Big Pine Tree Creek

3.2.1 Contracting Entity | United Infrastructure Group, Inc.

(United) will serve as the Contracting Entity and be responsible for the successful delivery of the Bridge Package 17 Design-Build (D-B) Project. United provides a full range of heavy civil services, including bridge construction, grading, underground utilities, asphalt paving, and

material supply, and is a leading bridge contractor in the state. Headquartered in Great Falls, South Carolina, United has extensive operations throughout the Carolinas and Georgia and is one of the most experienced D-B contractors in the Southeast. **United is teamed with Reeves Construction as a dedicated subcontractor for this project.** This arrangement is a continuation and modification of the JV partnership formed previously, designed to maximize resources available for the SCDOT Bridge Package 17. Internal administrative policies have resulted in the need to modify the contractual agreement between United and Reeves but, to optimize efficiency and performance, our team will operate as previously developed in regard to organizational structure and integration. Our goal of maintaining a successful design-build history and partnership is met by enlisting the design expertise, experience, and resources of **Rummel, Klepper & Kahl, LLP (RK&K)**. As Lead Designer, RK&K will be responsible for the overall design of the project and will be supported by trusted local subconsultants that specialize in utility coordination, and right-of-way services.

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

3.2.1 Contracting Entity | 3.2.2 Points of Contact | 3.2.3 Full Legal Name of Lead Contractor & Lead Designer

Contracting Entity and Project Management Office

United Infrastructure Group, Inc.
5562 Pendergrass Blvd.
Great Falls, SC 29055
803.581.6000 | uig.net

Authorized Representative to Sign Contract
D. Michael Grey, PE

Lead Contractor:
United Infrastructure Group, Inc. (United)



POC - Contracting Entity & Procurement:
D. Michael Grey, PE

3800 Arco Corporate Dr., Charlotte, NC 28273
803.581.6000 (phone) | 704.201.8935 (mobile)
mike.grey@uig.net

3.2.4 Unique Entity ID: NRMTAY2LZBP5

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



POC - Christopher Eric Jordan, PE, DBIA
1201 Main Street, Suite 1400, Columbia, SC 29201
803.766.7240 (phone) | 803.445.9158 (mobile)
cjordan@rkk.com

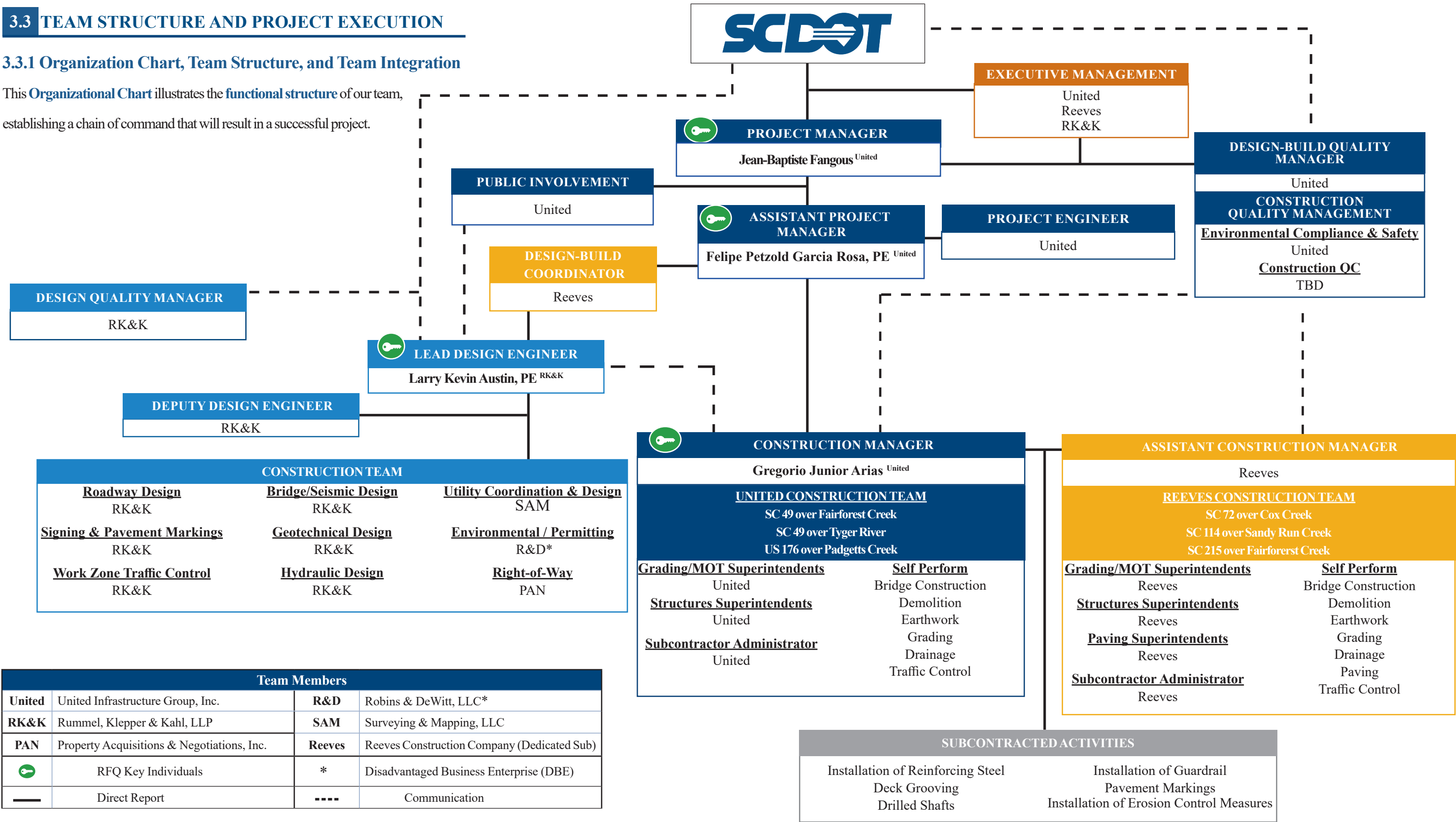
3.2.4 Unique Entity ID: H65ZV5HPXEE8



3.3 TEAM STRUCTURE AND PROJECT EXECUTION

3.3.1 Organization Chart, Team Structure, and Team Integration




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




United and Reeves will both draw from the same subcontractor resources for this contract



Team Integration | The below table illustrates significant functional relationships and how our proposed organization will seamlessly function as an integrated team. **Jean-Baptiste Fangous** will serve as the Project Manager and will be the contractual point of contact for SCDOT. This allows **Felipe Petzold Garcia Rosa, PE** to focus on Assistant Project Manager responsibilities while maintaining daily communication with the Department during construction. To ensure seamless integration with Reeves as a dedicated subcontractor, **Jim Seybert, PE, DBIA** will serve as Design-Build Coordinator for the project. Jim will attend all Design meetings to collaborate and provide feedback during constructability reviews and maintain continuous communication between the Design Team and Project Management staff.

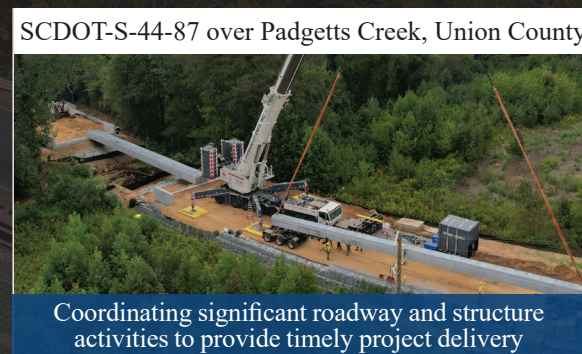
Function	Integration	Responsibilities
Executive Management	<ul style="list-style-type: none"> Direct access by SCDOT to D-B Team leadership 	<ul style="list-style-type: none"> Scheduled Project performance reviews Attend SCDOT Executive Design-Build Meetings as scheduled Monitor performance of Issue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



Function	Integration	Responsibilities
Deputy Design Engineer	<ul style="list-style-type: none">Reports to the Lead Design EngineerContinual communication with Design QC	<ul style="list-style-type: none">Coordinates all design disciplinesCoordinates Design QC reviews
Construction Manager Gregorio Junior Arias <small>United</small>	 <ul style="list-style-type: none">Reports to the Project Management TeamContinual communication with the APM during pursuit and design, ensuring incorporation of all field commentsContinual communication with Quality Management and Project Engineer	<ul style="list-style-type: none">All aspects of constructionOversight of and coordination with each site superintendentSubcontractor performanceScheduling of equipment and personnel
Reeves Construction <i>*Dedicated Subcontractor</i>	<ul style="list-style-type: none">Reports to the Construction Manager and Project Management TeamManages construction for sites assigned to ReevesContinual communication with QM and Project EngineerContinual presence via weekly team meetings with Design Team to maintain dedicated subcontractor integration	<ul style="list-style-type: none">All aspects of constructionOversight of and coordination with each site superintendentSubcontractor performanceScheduling of equipment and personnel
Project Engineer-Project/Subcontractor Administration	<ul style="list-style-type: none">Reports to the Project Management TeamContinual communication with Design, Construction and QM	<ul style="list-style-type: none">Project administration, scheduling, field layout, post-design utility coordination, public relations

The Right Team for River Crossings and Staged Highway Bridge Replacements

United and Reeves each have a long history of performing significant bridge replacement projects on primary rural routes in South Carolina requiring the expertise demanded by the Package 17 Scope:



We will utilize our vast experience from our long histories of delivering design-bid-build projects with similar scopes while incorporating valuable experience from recent CLRB Design-Build projects to enhance the delivery process.



Firms and Key Individuals Working

Together and Teaming Success | United

knows that teaming is a proven partnership and

working relationship, developed over time, to

achieve mutual goals. As a proven team, **United**

and **Reeves**, a dedicated subcontractor for

this project, have partnered together on

seven projects in the last 10 years, including

the Monroe Bypass D-B project (37 bridges)

where **RK&K** was also the Lead Designer.

Additionally, **Reeves** and **RK&K** are

successfully teamed on SCDOT's District

2 (2020-1) and District 4 (2021-1) CLRB

Packages. Key members of our team also

resolved critical issues on an I-385 pavement

rehabilitation project for SCDOT. *The table to*

the right illustrates these successful teaming

relationships. References for these projects are

included in [Appendix H](#).

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

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

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

Description	\$18M, 16 individual design-build bridge replacements, requiring compressed design and construction schedules.
Status:	Construction at 14 bridge sites is complete, with two more under construction. One of the bridges is scheduled for completion by the end of January 2023, with the final bridge completed in early April 2023. Design is complete.
Teaming & Collaboration	Reeves: Prime contractor for bridge work, grading, paving, drainage. RK&K: Lead Designer Collaborating throughout pursuit, design and construction.
Team Members	Reeves: Smitty Helms, Ron Barger, David Rhodes RK&K: David Peterson, Chris Jordan, Randall Mungo, Kelly Hawkins, Ricky Ward, Atefeh Asoudeh, Justin Lyles, James Galgano
References	Construction: SCDOT, Jeremy Hodges, 864.889.8031, hodgesjt@scdot.org Design: SCDOT, Brad Reynolds, PE, 803.737.1440, reynoldsbs@scdot.org

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

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

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

Description	\$14.9M, 8 individual design-build bridge replacements, requiring compressed design and construction schedules.
Teaming & Collaboration	Reeves: Prime contractor for bridge work, grading, paving, drainage. RK&K: Lead Designer Collaborating throughout pursuit, design and construction.
Team Members	Reeves: Smitty Helms, David Rhodes RK&K: David Peterson, Chris Jordan, Randall Mungo, Kelly Hawkins, Ricky Ward, Atefeh Asoudeh, Justin Lyles, James Galgano, Kevin Austin
References	Construction: SCDOT, Marc W. Mathis, 864.490.3233, mathismw@scdot.org Design: SCDOT, Michael Pitts, PE, 803.737.2566, pittsme@scdot.org



I-85 over Rocky Creek



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




BRIDGE PACKAGE 17 CHALLENGES AND APPROACH		
Site 1: SC 72 over Cox Creek		Site 2: SC 49 over Tyger River
Site 4: SC 49 over Fairforest Creek		Site 6: SC 215 over Fairforest Creek
Site 5: SC 114 over Sandy Run Creek		
SITE	CHALLENGES	APPROACH
All	Numerous utility conflicts	A combination of water, telecom, sewer, and/or OH power present at different sites. We will work closely with UT providers and identify designs to minimize impacts and work early with the water and sewer companies for ACT 36 coordination.
1, 2, 4, 5, 6	Nearby driveways and side roads present	Our structural and hydraulic designs will minimize grade changes where possible and our roadway team will design relocated driveways and roadways to tie to new grade while meeting all SCDOT design standards.
1, 5, 3	Debris present under bridge	We will optimize our span arrangements to eliminate unnecessary bents within the stream while meeting all requirements of the RFP.
All	FEMA Flood Zone	We will perform hydraulic designs to meet SCDOT and RFP requirements. If a FEMA "No-Rise" certificate is not achievable, we will obtain a CLOMR/LOMR on the Department's behalf.
All	Scour Wide floodplain	All bridge sites have evidence of historical scour issues. We will optimize our span arrangements and provide sufficient geotechnical design to minimize future scour impacts.

Capacity and Available Resources

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



TEAM CAPACITY, AVAILABLE RESOURCES and STRATEGY FOR IMPLEMENTATION

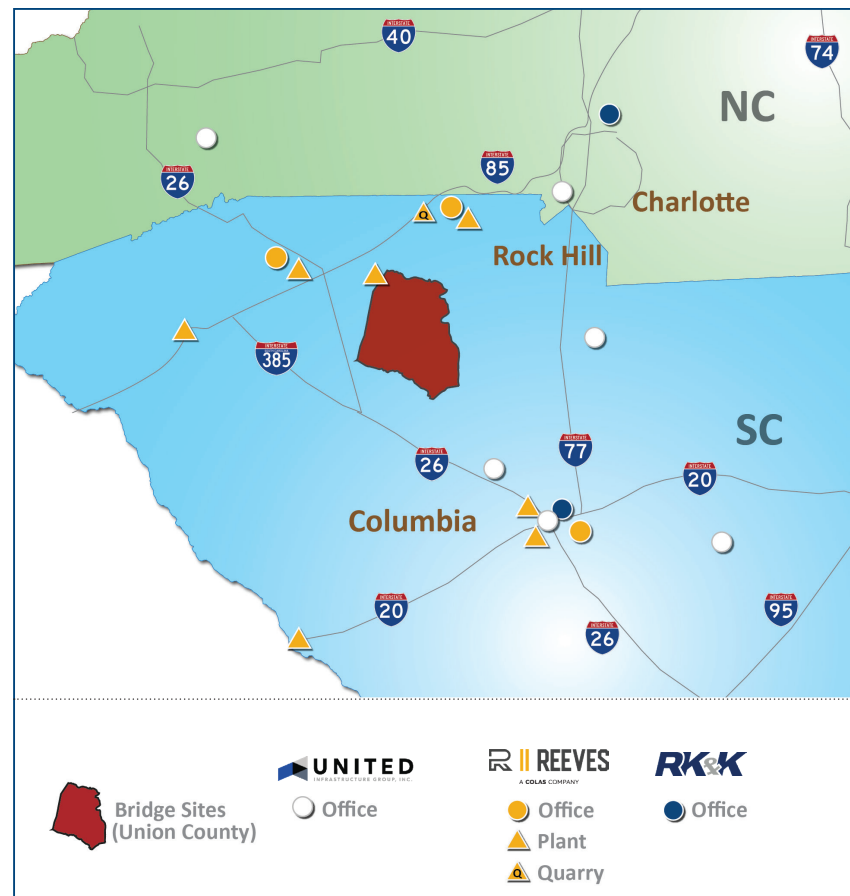
	 UNITED <small>INFRASTRUCTURE GROUP, INC.</small>	 REEVES	 RK&K
Capacity	<ul style="list-style-type: none"> 400+ staff in the Carolinas, 600+ company-wide Great Falls-based HQ, an hour or less from all sites Equipment fleets including R/T cranes, crawler cranes, pile hammers, deck screeds, dozers, excavators, barges 	<p><i>*Reeves will serve as a dedicated subcontractor for this project</i></p> <ul style="list-style-type: none"> 350+ staff in the Carolinas, 1,000+ company-wide Equipment fleets including R/T cranes, crawler cranes, pile hammers, deck screeds, dozers, excavators, asphalt pavers Four asphalt plants in the upstate, with Pacolet plant within 35 minutes of each bridge site 	<ul style="list-style-type: none"> 300+ staff in the Carolinas, 1,500+ firm-wide 18-person South Carolina design staff Key Team members in Columbia and Charleston 238 D-B bridges in the Carolinas, including 121 over water \$2.5 billion in Design-Build awards as lead designer in the Carolinas
Self-Perform	<ul style="list-style-type: none"> Demolition BridgeConstruction Earthwork and Grading Drainage Traffic Control 	<ul style="list-style-type: none"> Demolition BridgeConstruction Earthwork and Grading Paving Drainage Traffic Control 	<ul style="list-style-type: none"> Bridge/seismic design Geotechnical Roadway Hydraulic design Work zone traffic control Signing and pavement markings
Strategies to Implement Available Resources	<ul style="list-style-type: none"> Experienced Project Manager, Assistant Project Manager, Construction Manager, and up to four bridge superintendents and crews available when NTP is issued Grading Superintendent and crew available when NTP is issued Additional crews and equipment available, as needed Use of local resources minimizes travel and optimizes costs Pre-tie reinforcing steel, where possible, at a central location to control scheduling Execute proven method for successfully delivering bridge replacement packages Self-performing all primary elements of work 		<ul style="list-style-type: none"> Experienced Lead Design Engineer and Assistant Design Engineer Staffing resources to commit multiple design teams to meet and accelerate the design schedule, as needed Use of a fully refined design and QC process for delivering bridge replacement packages Understanding of SCDOT design submittal/review process, policies, and procedures Self-performing all critical design functions

Strategy for Implementation of Resources | United and Reeves have formed this partnership to provide the resources that will execute an efficient, on-time, cost-effective, and ultimately successful delivery of Bridge Package 17. Both United and Reeves maintain multiple crews in the Union County area, that are designated for mobilization to the Project sites as shown in the table on page 8, who will construct the sites concurrently and on an accelerated schedule. Selection of the sites for each member of the team has been made based upon our respective strengths. United has significant experience and barge resources for the larger water crossing bridges and Reeves has demonstrated excellent performance on the CLRB bridges in Districts 2 and 4. This strategy enhances the opportunity for accelerated completion, with each firm assigning dedicated crews to their respective bridge sites. We will use common suppliers and subcontractors to simplify



coordination efforts and maximize economy of scale. Geographically, our team is ideally positioned, with all sites only a short drive from United's office in Great Falls and Reeves Structures office located in Blacksburg, SC. **Jean-Baptiste Fangous** and **Felipe Garcia Rosa** will operate from a dedicated project office located at Reeve's Pacolet asphalt plant site. The locations of our Team's offices and resources allow an optimal project management approach that facilitates seamless integration, communication, and challenge resolution as a partner with SCDOT.

Ideal Geographical Location | As illustrated by the map on the right, all bridge sites within Union County can each be reached easily by our Team's resources in the region. United regularly performs work in proximity to these locations and employs several crews within the region that are familiar with the locations as shown in the Crew Member Proximity chart below. Familiarity with the region and ability to self-perform the asphalt paving will be a key to successful project delivery. Reeves will serve as a dedicated subcontractor for this project. Each of the bridge sites within this package are less than 35 minutes from Reeves' Pacolet asphalt plant. United and Reeves' well-placed resources in District 4 will allow for work to be completed by local, experienced crews with a pool of equipment available to maximize efficiencies while being supported by RK&K's local design resources.



Bridge Package 17 Crew Member Proximity

Site	Road				Site	Road			
		Name	Miles	Company			Name	Miles	Company
1	SC 72 over Cox Creek	Jay Royer	44	Reeves	4	SC 49 over Fairforest Creek	William Brooks	38	United
2	SC 49 over Tyger River	Salvador Gonzalez	54	United	5	SC 114 over Sandy Run Creek	Doug McCrory	25	Reeves
3	US 176 over Padgetts Creek	Albert Watts	33	United	6	SC 215 over Fairforest Creek	Carroll Powell	39	Reeves



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

3.4.4 - Project Management Team



JEAN-BAPTISTE FANGOUS | PROJECT MANAGER ([Jean's Resume](#))

- Brings over nine years of hands-on Project Manager and Construction Manager experience involving bridge rehabilitation projects over roads and interstates
- Has been a vital member of the project teams in successfully completing them on budget and schedule, with no significant safety or quality issues
- Experienced in CPM scheduling, managing project teams, subcontractors/suppliers, budget control/cost control and analysis (JDE), equipment and rigging selection and load calculations, client correspondence, and design-build coordination



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

- Over 10 years of hands-on construction experience involving bridge projects over creeks, rivers, roads, and interstates, as well as major interchanges
- Has been a vital member of the project teams in successfully completing them on budget and schedule, with no significant safety or quality issue
- Rosa has experience in contract deliverables, scheduling, managing subcontractors/suppliers, cost control engineering, equipment and rigging selection and load calculations, client correspondence, and design-build coordination

3.4.5 - Design Engineering Team



LARRY KEVIN AUSTIN, PE | LEAD DESIGN ENGINEER ([Kevin's Resume](#))

- 34 years of experience designing and developing plans for bridge replacement projects
- Has been involved with the design of over 200 highway bridge and structure projects
- Well versed in SCDOT's design submittal process and design procedures and requirements
- Served as Project Manager and/or Project Engineer on numerous design projects in the southeast, including the Arthur Ravenel, Jr. Bridge in Charleston, SC

3.4.6 - Construction Management Team



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

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

3.5 PAST PERFORMANCE OF TEAM **3.5.1 Experience of Proposer's Team |** Our Team provides extensive experience designing and constructing similar bridge replacement projects and packages. In addition to the project examples provided in [Appendix B Lead Contractor and Lead Designer Work History and Quality Forms](#), the table on the following page further demonstrates our Team's qualifications to manage, design, and construct these Bridge Package 17 bridges.



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

Project	Project Features	Delivery Method	Bridges/ Bridge Replacements	On Time (E=Expedited)	On Budget A=Anticipated	Multiple Crews	Demolition	Staged Construction	Const. Mgmt.	Design Mgmt.	Roadway	Structures	Geotechnical	Drainage/E&SC	Traffic/MOT	Right-of-way	Utilities	Enviro./Permits	Public Involve.	Work Zone Adjacent to Live Traffic
Monroe Bypass D-B, Mecklenburg and Union Counties, NC (\$464M), United - (\$32M)	19.7 miles, 37 bridges (United - 14 bridges)	D-B	37	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
I-26 Widening D-B, Lexington & Richland Counties (\$105.2M)	Replace 10 bridges over I-26	D-B	10	✓	A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
I-85 Rocky Creek D-B, Greenville County (\$29.9M)	Bridge replacement on I-85	D-B	1	✓	A	Under Const.	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓
SCDOT Closed & Restricted Bridge Package 2021-1 D-B (\$14.9M)	8 D-B bridge replacements	D-B	8	E	A	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
SCDOT Closed & Restricted Bridge Package 2020-1 D-B (\$18M)	16 D-B bridge replacements	D-B	16	E	A	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
26 NCDOT D-B Projects (\$2.4B), including 70 Low Volume bridges (9 contracts, \$61M)	Lead Designer, multi-discipline services	D-B	213	E	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

3.5.2 Quality of Past Performance

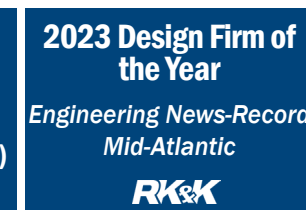
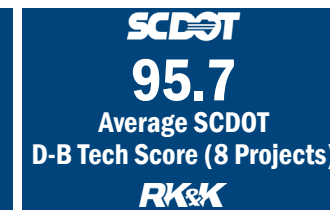
As award winning firms, we are committed to being responsible partners with the stakeholders and are prepared to provide a quality product in a timely manner.

United, nor any individuals or firms have been suspended, debarred, disqualified from bidding, or declared ineligible within the last five years.



"RK&K has been extremely responsive and never hesitates to reach out to the Department to help facilitate and expedite conflict resolution with any issue that arise. The bi-monthly and executive level meetings have helped work through issues that come up. Overall, the responsiveness of the team has been excellent."

~ Michael Pitts, PE, Assoc. DBIA | SCDOT | CLRB 2020-1



Appendix A

Key Individual Resume Forms



KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

- a. Name & Title:
Jean-Baptiste Fangous, Project Manager
- b. Role of Key Individual for this Project:
Project Manager
- c. Name of Firm with which you are now associated:
United Infrastructure Group, Inc.



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

Employment History:

United Infrastructure Group, Inc. (2015-Present): Mr. Fangous started as a laborer in 2008 in France. He then attained a position as Assistant Project Manager in 2010. Becoming a Trainee Project Engineer from 2012 to 2013 in Pennsylvania when he secured a position as Project Manager with Sloan Construction from 2013 to October 2021. Mr. Fangous has nine years of hands-on Project Manager and Construction Manager experience involving bridge rehabilitation projects over roads and interstates, as well as major interchanges. He has been a vital member of the project teams in successfully completing them on budget and schedule, with no significant safety or quality issues. Mr. Fangous has experience in CPM scheduling, managing project team, subcontractors/suppliers, budget control/cost control and analysis (JDE), equipment and rigging selection and load calculations, client correspondence, and design-build coordination.

e. Education:

B.S. And M.S. In Mechanical Engineering (Material and Structures) – 2007 to 2012

Epf, Ecole D'ingénieurs Généraliste, France

French Baccalaureate in Science – 2007

f. Active Registrations: N/A

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

1. I-77 Interchange and Palmetto Parkway-York County, SC

Key Personnel Role: Project Manager
Experience with Current Firm: United-Blythe JV, (United Infrastructure Group, Inc.)
Firm: Project 2020-2024 / Assigned 2020-2024
Project/Assignment Duration: SCDOT, Jared Bragg, PE, Braggik@scdot.org, (803)-448-5876
Owner Contact Information: \$59.6 Million

Design/Construction Value:

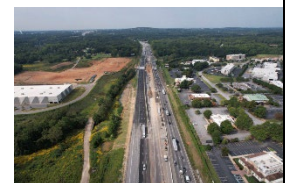
Project Description: This fast-paced D-B project consists of construction of a new interchange at I-77 MM 81 and the associated new road (Palmetto Parkway) between Mt. Gallant Rd and Paragon Way. The new interchange includes on & off ramps, a 214' long by 127' wide bridge over I-77, a 132' long by 58' wide bridge over the I-77 NB on-ramp, over 47,00 SF of MSE walls, and 4 signalized intersections. Mr. Fangous is serving as the Project Manager and is responsible for the communication with the Construction Manager on the day-to-day operations, submittals, and maintain a relationship with subcontractors and the owner on the D-B project.



2. I-85 over Rocky Creek- Greenville County, SC

Key Personnel Role: Project Manager
Experience with Current Firm: United Infrastructure Group, Inc.
Project/Assignment Duration: Project 2020-2024 / Assigned 2020-2024
Owner Contact Information: SCDOT, Kimberly Bishop, BishopKA@scdot.org, (864) 270-6898
Design/Construction Value: \$ 29.9 Million

Project Description: UIG is replacing the existing quad barrel, 8 FT by 10 FT, bridge-sized with a new 110 FT span bridge along I-85. The bridge-sized structure did not have sufficient hydraulic capacity and overtopped the interstate during a major flood event. In addition, the bridge will include the auxiliary lanes for the Pelham Rd interchange and width for the future fourth lane in each direction along I-85. Mr. Fangous serves as the Project Manager and is responsible for the communication with the Construction Manager on the day-to-day operations, submittals, and maintains a relationship with subcontractors and SCDOT.



3. Bridgeway Station Pedestrian Bridge Over I-385 - Mauldin, SC

Key Personnel Role: Project Manager
Experience with Current Firm: United Infrastructure Group, Inc.
Project/Assignment Duration: Project 2020-2022 / Assigned 2020-2022
Owner Contact Information: City of Mauldin, David Dyrhaug, ddyrhaug@mauldincitysc.com, (864) 289-8979



Design/Construction Value: \$5 Million

Project Description: The project consists of constructing a 360 LF pedestrian bridge over I-385. This signature bridge being constructed will utilize spread footers on driven piles that support cast in place concrete columns and a concrete box beam superstructure. The median pier of the bridge will be clad in architectural precast elements to create an iconic bridge structure. Other significant items of work will include MOT on I-385, MSE retaining walls, and a plaza at the east bridge approach featuring multiple architectural elements. Mr. Fangous's duties include management of the DB coordination, utility coordination, scheduling, subcontractor management, and UIG prework planning. This project was awarded the 2023 CAGC Construction Excellence Award.



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. Jean-Baptiste Fangous is currently the Project Manager for a SCDOT I-77 Emergency Patching Repair job and will be available

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

- a. Name & Title:
Felipe Petzold Garcia Rosa, Project Engineer
- b. Role of Key Individual for this Project:
Assistant Project Manager
- c. Name of Firm with which you are now associated:
United Infrastructure Group, Inc.



- d. Years of Experience: With this Firm **10** Years With Other Firms **0** Years

Employment History:

United Infrastructure Group, Inc.: Project Engineer (2013-Present) – Mr. Rosa has 10 years of hands-on construction experience serving both as a Project Engineer and a Project Manager on major highway projects, including bridge construction over creeks, rivers, roads, and interstates. He has been a vital member of project teams and successfully completed the projects on budget and schedule, with no significant safety or quality issues. Mr. Rosa has experience in contract deliverables, scheduling, managing subcontractors/suppliers, cost control engineering, equipment and rigging selection and load calculations, client correspondence, and design-build coordination.

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

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

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

1. Carolina Crossroads Phase 1 & 2- Columbia, SC

Key Personnel Role: Structures Engineer
Experience with Current Firm: United Infrastructure Group, Inc. / AUJV
Project/Assignment Duration: Project: 2021-2025, Assigned: 2020-2024
Owner Contact Information: SCDOT, David Rogers, RogersDL@scdot.org, (803) 737-6030
Design/Construction Value: \$207 Million



Project Description: The first phase of the design-build project Carolina Crossroads Project, consisting of reconstructing the Colonial Life Boulevard Interchange with I-26, and widening more than two miles of I-26. The AUJV is building three new bridges ranging from 386 to 3,280 feet in length with a total deck of more than 200,000 SF. Bridge construction includes two new bridges at the interchange and a new ramp bridge over CSX Transportation railroad lines and the environmentally sensitive Saluda River. Roadwork on this busy interstate corridor includes asphalt milling and resurfacing, stormwater management upgrades, signs, guardrail, barrier walls, drainage, utility relocations, lighting, signals, and ITS. The second phase of the of the design-build project Carolina Crossroads Project and consists of reconstructing the Broad River Road Interchange with I-20 and widening almost two miles of I-20. The AUJV is constructing three new bridges with more than 50,000 SF of deck area, two over I-20 and one over the ramp to I-26, along with 5,600 LF of MSE and Gravix walls, earthwork, and drainage. Additional scopes include asphalt milling/resurfacing, guardrail, barrier walls, utility relocations, signs, lighting, signals, and ITS. Mr. Rosa is one of the structure engineers responsible for construction planning, submittals to the EOR and Owner, quantity takeoffs, material orders, subcontractor management, and quantity entry and labor reconciliation.



2. I-77 Interchange and Palmetto Parkway-York County, SC

Key Personnel Role: Project Manager
Experience with Current Firm: United-Blythe JV, (United Infrastructure Group, Inc.)
Project/Assignment Duration: Project 2020-2024 / Assigned 2020-2023
Owner Contact Information: SCDOT, Jared Bragg, PE, Braggjk@scdot.org, (803) 448-5876
Design/Construction Value: \$59.6 Million



Project Description: United is the manager and a 60% member of this integrated joint venture with Blythe Development Company for this project to construct a new interchange on I-77 in Rock Hill, SC. This fast paced Design-Build project consists of construction of a new interchange at Interstate 77 mile marker 81 in Rock Hill SC and the associated new road (Palmetto Parkway) between Mt. Gallant Road and Paragon Way. The new interchange includes on & off ramps, a 214' long by 127' wide bridge over I-77, a 132' long by 58' wide bridge over the I-77 NB on-ramp, over 47,00 SF of MSE walls, 17 overhead sign structures and 4 signalized intersections. Mr. Rosa is a vital member of the Joint Venture team; he oversees



the management and construction of all work, including structures. His responsibilities are to ensure that the project is on budget and on schedule, while coordinating roadway and bridge construction. He is also responsible for managing multiple subcontractors and suppliers, creating and updating project schedules, and assisting with project management. He communicates regularly with the DBPM, design engineer, owner, and field personnel.



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

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

Project Description: Construction of a new high-level fixed-span bridge and removal of existing swing-span bridge along US 21 (Sea Island Parkway) over the Harbor River in Beaufort County, SC. The replacement bridge is 3,340' long with two 12' lanes and 10' shoulders and has a river navigation channel with 90' of horizontal and 65' of vertical clearance. The spans over tidal marshes consist of 24" square prestressed concrete piles with footing/column/cap substructures supporting continuous 168'-long Florida BT-78 prestressed concrete beams. The spans over the tidal waterway and navigable channel are founded on 96" diameter drilled shafts with column and cap substructures supporting continuous 168'-long Florida BT-78 prestressed concrete beams. Sectional barges were utilized for construction access causeway and floating platforms for cranes, drill rigs, and materials. This construction access approach allowed three construction headings to work simultaneously with a continuous supply of material to facilitate completion within an aggressive schedule. This project was completed ahead of schedule and on budget, with no significant safety or quality issues, and no disputes or claims. Mr. Rosa was responsible for keeping the project on budget and on schedule, while coordinating roadway and bridge construction. He was also responsible for managing multiple subcontractors and suppliers, creating and updating project schedules, and assisting with project management. He communicated regularly with the DBPM, design engineer, owner, and field personnel. This project won the 2021 DBIA Merit Award and 2022 DBIA SE Project of the Year Award.



4. Monroe Expressway – Mecklenburg and Union Counties, NC






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

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



h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. Mr. Rosa is currently assigned in as a Structures Engineer on Carolina Crossroads Phase 1 & 2 to supplement the efforts of the assigned project staff. He is available to start the Bridge Package 17 project immediately upon notice of award.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.													
a. Name & Title: Larry Kevin Austin, PE Project Delivery Leader													
b. Role of Key Individual for this Project: Lead Design Engineer													
c. Name of Firm with which you are now associated: Rummel, Klepper & Kahl, LLP													
d. Years of Experience: With this Firm <u>1</u> Years With Other Firms <u>33</u> Years RK&K: Project Delivery Manager –Provides oversight of various traditional design-bid-build and design-build transportation projects. He provides management, coordination and collaboration of in-house experts specializing in roadway, structural, and hydrology design, 2022-Present N V 5: Structures Group Manager/Project Manager , 2018 to 2022 Mulkey, Inc.: Multiple Roles (1994 to 2018) <ul style="list-style-type: none"> Structures Group Manager/Project Manager – After company reorganization, responsible for the profit and loss of the group; supervise staff of 5 engineers and technicians; responsible for managing staff size, business development and client management; and sealing structure designs and plans, 2010-2018 Transportation Services Manager/Project Manager – Responsible for the profit and loss of the groups; managed a staff of as many as 22 planners, bridge, roadway, and water resources engineers, managed staff size, business development and client management; and sealing structure designs and plans, 2003 – 2010 Structures Group Manager/Project Manager – Responsible for the profit and loss of the group; supervise staff of 4 engineers and technicians; responsible for managing staff size, business development and client management; and sealing structure designs and plans, 2001 – 2003 Project Manager/Project Engineer – Responsible for the profit and loss of structures projects; supervising one technician, invoicing projects, marketing clients, resolving project issues with clients, and sealing structure designs and plans, 1994 – 2001 AECOM: Multiple Roles (1989 to 1994) <ul style="list-style-type: none"> Engineer I – Responsible for interaction with clients, managing technicians, independent structure designs and supervising plan production, 1992-1994 Designer II – Responsible for computations and managing technicians to produce sealed structure plans, 1989-1992 													
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): North Carolina State University/ Raleigh, North Carolina / Master of Science / 1993 / Management North Carolina State University/ Raleigh, North Carolina / Bachelor of Science / 1988 / Civil Engineering													
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2000 / SC / Professional Engineer / 20591; 1994/ NC / Professional Engineer / 019661; 2005/ GA / Professional Engineer / PE030150; 1995/ VA / Professional Engineer / 0402025953													
g. Document the extent and depth of your experience and qualifications relevant to the Project.													
1. SCDOT Closed and Load Restricted Bridge Design-Build Package 2021-1, District 4 - Cherokee, Chester, Fairfield, and Union Counties, SC <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Key Personnel Role:</td> <td>QA/QC Manager</td> <td rowspan="5" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Experience with Current Firm:</td> <td>Yes, RK&K</td> </tr> <tr> <td>Project/Assignment Duration:</td> <td>Project 2021-2024, Assigned 2022-2024</td> </tr> <tr> <td>Owner Contact Information:</td> <td>SCDOT, Michael Pitts, pittsme@scdot.org, (803) 737-2566</td> </tr> <tr> <td>Design/Construction Value:</td> <td>\$15 Million</td> </tr> </table> <p>Project Description: As Lead Designer for Reeves (Sloan), RK&K is designing eight individual design-build bridge replacements. The scope called to replace the existing bridges with design efforts from our roadway, bridge, hydrology, and geotechnical staff. RK&K manages the subconsultants in charge of utility coordination, right-of-way, surveys, and permitting.</p> <p>As QA/QC Manager, Kevin is responsible for all aspects of quality control for this contract. He oversees project deliverables and facilitates our internal QA/QC Process, checking to ensure plans are complete and meet project scope requirements. Kevin also tracks project budgets and schedules and maintains the project records. He works closely with our subconsultants, coordinating their efforts and managing their invoicing in addition to our billings to the client. In addition to coordination with SCDOT, he provides leadership and oversight for a group of multi-discipline engineers and technical staff.</p>			Key Personnel Role:	QA/QC Manager		Experience with Current Firm:	Yes, RK&K	Project/Assignment Duration:	Project 2021-2024, Assigned 2022-2024	Owner Contact Information:	SCDOT, Michael Pitts, pittsme@scdot.org, (803) 737-2566	Design/Construction Value:	\$15 Million
Key Personnel Role:	QA/QC Manager												
Experience with Current Firm:	Yes, RK&K												
Project/Assignment Duration:	Project 2021-2024, Assigned 2022-2024												
Owner Contact Information:	SCDOT, Michael Pitts, pittsme@scdot.org, (803) 737-2566												
Design/Construction Value:	\$15 Million												

2. SCDOT SC 5 over Tools Fork Creek Bridge Replacement, York County, SC

Key Personnel Role: Structural Project Manager
Experience with Current Firm: No, NV5 Engineers
Project/Assignment Duration: Project: 2015 – 2018, Assigned: 2015 – 2018
Owner Contact Information: SCDOT, Berry Mattox, PE, mattoxtb@scdot.org, (803) 737-2776
Design/Construction Value: \$3.5 Million

Project Description: This project included environmental, planning, and design services for the replacement bridge on SC 5 (West Main Street/York Hwy) over Tools Fork Creek. Services included surveys, SUE, environmental studies and NEPA documentation (CE), permitting, utility coordination, hydraulic design, roadway and bridge design.

Kevin was the structural lead on this project. He was the engineer of record for a three-span composite continuous for live load prestressed concrete Type III AASHTO girder bridge 190 feet in length. The bridge has a two-bar metal rail to provide for bicycle traffic, used steel pile foundations at the end bents and drilled shafts at the interior bents.

3. SC 72 Over Sandy River Bridge Replacement, Chester County, SC

Key Personnel Role: Structural Project Manager
Experience with Current Firm: No, NV5 Engineers
Project/Assignment Duration: Project: 2015 – 2018, Assigned: 2015 – 2018
Owner Contact Information: SCDOT, Berry Mattox, PE, mattoxtb@scdot.org, (803) 737-2776
Design/Construction Value: \$4.82 Million

Project Description: The project environmental, planning, and design services for the replacement bridge on SC 72 (West End Road) over the Sandy River. The site included a relatively low concentration of utilities, including a buried TruVista communications line, overhead power, and Chester County Natural gas line. Due to the high volume of traffic and lack of viable off-site detour routes, the new bridge was replaced on new alignment immediately north of the existing bridge, while traffic was maintained on the existing bridge during construction.

Kevin served as the structural project manager, responsible for sealing the design calculations, plans and special provisions for a five-span composite continuous for live load prestressed concrete Type III AASHTO girder bridge 410 feet in length. The bridge has a two-bar metal rail to provide for bicycle traffic, used steel pile foundations at the end bents and drilled shafts at the interior bents.

4. Six Bridge Replacements, Hertford & Northampton Counties, NC

Key Personnel Role: Overall Project Manager
Experience with Current Firm: No, NV5 Engineers
Project/Assignment Duration: Project: 2010 - 2013 Assigned: 2010 - 2013
Owner Contact Information: NCDOT Division 1, John Abel, jabel@ncdot.gov, (252) 482-1851
Design/Construction Value: \$3.88 Million



Project Description: This design-build project involved the replacement of six bridges at various locations in Hertford and Northampton Counties. All the bridges consisted of a prestressed concrete superstructure supported on pile foundations. The bridges were replaced in-place using an off-site detour to maintained traffic.

Kevin served as the overall project manager responsible for coordination with the contractor, sealing the design calculations, plans and specifications on four of the bridges and coordination with other staff responsible for surveying, environmental services, permit drawings, roadway design, SUE and utility coordination services, as well as the subconsultant responsible for the structure design on two of the bridges, geotechnical investigation, TCP and ROW acquisition.

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

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

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

- a. Name & Title:
Gregorio Junior Arias, Structures Superintendent
- b. Role of Key Individual for this Project:
Construction Manager-Structures
- c. Name of Firm with which you are now associated:
United Infrastructure Group, Inc.



- d. Years of Experience: With this Firm 2 Years With Other Firms 5 Years

Employment History:

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

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

- e. Education: **High School Graduate**

- f. Active Registrations: **Rigger Level I**

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

1. I-77 Interchange and Palmetto Parkway-York County, SC

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



Project Description: United is the manager and a 60% member of this integrated joint venture with Blythe Development Company for this project to construct a new interchange on I-77 in Rock Hill, SC. This fast paced Design-Build project consists of construction of a new interchange at Interstate 77 mile marker 81 in Rock Hill SC and the associated new road (Palmetto Parkway) between Mt. Gallant Road and Paragon Way. The new interchange includes on & off ramps, a 214' long by 127' wide bridge over I-77, a 132' long by 58' wide bridge over the I-77 NB on-ramp, over 47,00 SF of MSE walls, 17 overhead sign structures and 4 signalized intersections. Mr. Arias is providing jobsite scheduling for crews and supervises all bridge-related subcontractors. He is also in charge of maintaining equipment and materials need to complete project.

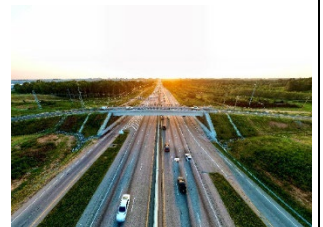


2. LC-X Bridge & Power Feed Expansion Project - Spartanburg, SC

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



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



assembled into pairs then erected over I-85 using a mid-air handoff from a 1,320-ton hydraulic crane to a 600-ton hydraulic crane on the other side of I-85. Each girder pair weighed about 250,000 LBS and was erected in less than 45 minutes. Mr. Arias was responsible for sourcing, ordering and maintaining all material and equipment for the jobsite. He was in direct contact and coordinated with all subcontractors and the owner. This project was awarded the 2022 CAGC Pinnacle Award.

3. Suncoast Parkway 2 – Orange County, FL

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

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



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

Key Personnel Role: Foreman
Experience with Current Firm: The Lane Construction Corporation
Project/Assignment Duration: Project 2017-2020 / Assigned 2017-2019
Owner Contact Information: CFEA, Ben Dreiling, ben.dreiling@cfxway.com, 407-690-5313
Design/Construction Value: \$76 Million

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



5. SR 528/Innovation Way Interchange – Orange County, FL

Key Personnel Role: Foreman
Experience with Current Firm: The Lane Construction Corporation
Project/Assignment Duration: Project 2016-2018 / Assigned 2016-2017
Owner Contact Information: CFEA, Ben Dreiling, ben.dreiling@cfxway.com, 407-690-5313
Design/Construction Value: \$62 Million

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



- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. Mr. Arias is currently the Structures Superintendent for the Design-Build I-77 Panthers Interchange Project in York County, with substantial completion on May 1, 2024.





Appendix B

Work History and Quality Forms



(Section 3.5.1)



WORK HISTORY AND QUALITY FORM – CONTRACTOR
Lead Contractor - United Infrastructure Group (United)

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)
US 521 over Big Pine Creek, Kershaw County, SC	Lead Contractor: United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: Wade Warr Phone: 803-968-2293 Email: warrwh@scdot.org	Construction: 12/2023 (Est.)	\$7,462,984.09	\$7,462,984.09
g. Narrative describing the work performed by UIG. If submitting work completed by an affiliated or subsidiary company of UIG, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<div><div>UIG is the prime contractor and is managing all aspects of this project consisting of the staged replacement of the bridge on US 521 over Big Pine Creek in Kershaw County, SC. The project is currently 70% complete and on schedule. Completion of the new bridge is anticipated this summer, with Substantial Completion in late 2023.</div><div>This bridge replacement project, located in Camden, is the staged construction of a new bridge on heavily-traveled US 521. The bridge crosses over Big Pine Creek and the surrounding ESA. To minimize environmental and ROW impacts, US 521 is reduced from four lanes down to two for construction of the replacement structure. The new bridge is a 240 foot long and 86 foot wide three span bridge with prestressed concrete girders and foundations consisting of pile and drilled shafts. Staging of the bridge and roadway construction requires significant MOT and temporary work, including temporary crossovers, approximately 2,500 feet of temporary concrete barrier, and 600 lineal feet of temporary shoring. The project also includes grading, erosion control, asphalt paving, drainage, pavement markings, and both water and sewer utility relocations.</div></div> <div><div><div>RELEVANCE</div><div>✓ Staged bridge construction ✓ Heavy Traffic ✓ Accelerated design and construction ✓ ROW and Utility Coordination ✓ Working near/over environmentally sensitive areas</div></div><div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of UIG’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
The most successful aspects of this project were directly attributable to maintaining control of as many site activities as possible, assimilating highly experienced and committed resources, having additional supplemental resources available when needed, routine and effective communication and collaboration, and early identification and abatement of issues. When these measures were not implemented, project delivery was adversely impacted. Likewise, UIG learned that utilizing subcontractors that do not share our same culture/commitment and/or with whom there is no established long-term working relationship led to some poor results from a schedule and cooperation perspective. Nonetheless, despite UIG’s shortcomings and lessons learned on this project and several other adversities, all sites were successfully completed in a quality manner without any claims, dispute proceedings, litigation and arbitration, and with no additional cost to SCDOT.					
i. Quality Initiatives. Discuss UIG’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, UIG shall provide a detailed explanation below.					
N/A					


WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Lead Contractor - United Infrastructure Group (United)

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)
Monroe Bypass Constructors, LLC Mecklenburg & Union Counties, NC	Lead Contractor: United Infrastructure Group, Inc. Lead Designer: RK&K	Name of Owner: NCDOT (NCTA) Division Engineer: Rick Baucom, PE Phone: 704.289.7905 Email: rwbaucom@ncdot.gov	Design: 2017 Construction: 2020	\$472,000	\$472,000 (United was Joint & Several Manager & Member of Integrated Joint Venture Responsible for all Work)
g. Narrative describing the work performed by United. If submitting work completed by an affiliated or subsidiary company of Reeves, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<div><div><p>Project Description: United was the Manager and a 33.34% Member of this integrated joint venture with Boggs Contracting and Anderson Columbia Co. United provided 90% of the 33-person project management team and was completely responsible for managing and constructing the overall project. This new four-lane controlled-access toll road extends 20 miles from US 74 near I-485 in Mecklenburg County to US 74 near Marshville in Union County, NC and includes reconstruction of 1 mile of US 74 with an elevated 6-lane freeway in a suburban environment with eight interchanges, extensive third-party, utility, and ROW coordination and challenges. At the project’s beginning at I-485, heavily travelled existing US 74 is in an expensive ROW industrial and suburban setting. Utilities of every description were in conflict. Nearly one third of the cost of 20-miles bypass was in this 1.5-mile section to create an interchange solution that accomplished ultimate design goals while minimally disrupting traffic. A three-bridge solution with an elevated mainline section supported by MSE walls between new multilane frontage roads is shown to right which also includes multiple entrance and exit ramps with MSE walls on both sides. Also, significant drainage upgrades were necessary, including a new double 10x12 box culvert which was successfully phased to cross six lanes of existing traffic. The project includes over 5M CY of excavation, extensive utilities, 160,000 SF of noise and screen walls in four locations, 312,000 SF decorative MSE walls in 24 locations, a pavement structure with lime treated subgrade and cement treated base and 760K tons of asphalt, 26 new bridges and five major box culverts, seven toll gantries and ITS and camera systems interconnected with fiber lines, and robust aesthetic treatments.</p></div><div><p>Key Project Relevancies:</p><ul style="list-style-type: none">☑ Design-Build & Several Interchanges☑ Suburban Environment☑ Significant Utility, ROW, & 3rd Party Coordination☑ Significant MOT Requirements☑ Major Environmental Challenges☑ Accelerated Construction</div><div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of United’s performance on the project to identify Reeves with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
United led MBC and worked integrally with NCDOT/NCTA to overcome numerous legal, political, and physical obstacles and finish this project on time and on budget. This is primarily attributable to a very transparent relationship with the owner and a commitment to meeting the schedule and budget expectations. Delays were mitigated with numerous acceleration strategies and strategic partnerships were maintained with subcontractors and suppliers to ensure an accelerated delivery once Construction NTP was available. The project experienced several environmental challenges, which ultimately delayed the start of the project by 3 years 5 months. The NCDOT and Design-Build Team worked integrally together to weather the challenges of the environmental delay and develop an open-book process to amend the original contract and proceed forward with the project while remaining within the original budget. The original substantial completion date was November 27, 2018, and actual substantial completion date was November 27, 2018 with no claims even though the ROW was provided to the team one year late, which allowed the team to earn the early completion bonus. Final completion/acceptance is September 2020, and the three-year Warranty Period after Substantial Completion ended in November 2021.					
i. Quality Initiatives. Discuss United’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
The success of this fast-paced project was attributed to extraordinary teamwork by the client, subcontractors, and suppliers involved. The newest technology was incorporated into plants and equipment and systems to accelerate the schedule and remain within budget, including 3D survey modelling for all roadway and structures. Traffic control plans were refined to minimized impact to the public and strategically planned detours were implemented to allow work to proceed 24 hours a day at times in major intersections and specific areas of the project. A Safety Leadership Team was implemented which required the participation of all subcontractors and in turn led to a very healthy safety culture on the project and resulted in no joint venture lost time incidents and only 1 for the entire project. Regardless of the accomplishments and accolades, the lessons learned include: a) providing more management and control over all environmental scopes to avoid any adverse issues, especially after the NCDOT litigated the environmental lawsuit; b) taking on more responsibility for ROW acquisition and dry utility relocations even though not part of the contract scope of services; c) being even more pro-active and engaged with our subcontractors and suppliers to abate adverse impacts related to their services/products, and d) remaining actively engaged in the Quality Control/Assurance Program even though this was not part of the contract scope.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, United shall provide a detailed explanation below.					
None					

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

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify Designer’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 Designer(in thousands)
Closed & Load Restricted Bridge Package 2021-1 (D-B) Design-Build Cherokee, Chester, Fairfield, Lancaster, and Union Counties, SC	Lead Contractor: Reeves Construction Company Lead Designer: RK&K	South Carolina Department of Transportation Michael Pitts, PE 803.737.2566 pittsme@scdot.org	Construction Complete: 2023 Design Complete: 2023	\$14,947	\$1,753

g. Narrative describing the work performed by Designer.



RK&K is lead designer for eight fast-paced design-build bridge replacements. Using SCDOT’s recently adopted supplemental design criteria for Low Volume Bridge Replacement Projects, RK&K has developed designs for eight bridges ranging from 80 to 130 feet in length. For bridges in a FEMA Zone A area, we obtained “No-Rise” Certifications.

Work under this contract includes replacing the existing bridges and the associated roadway and drainage work necessary to tie the new approaches to the existing roadways. Design services include project coordination and plans; roadway, bridge, seismic, hydraulics, and geotechnical design; utility coordination; right of way services; surveys; and permitting. In addition to the construction of new bridges, the project also includes demolition, removal, and disposal of the existing bridge structures.

Key Project Relevancies

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

Personnel

RK&K – Chris Jordan, David Peterson, Randall Mungo, Kelly Hawkins, Ricky Ward, Justin Lyles, James Galgano, Kevin Austin

Reeves – James Seybert, Smitty Helms, David Rhodes

	Bridge	Length	Spans	Type
1	S-58 over Little Rocky Creek	120'	30’ - 90’	Box Beam Cored Slab
2	S-300 (North) over Little Rocky Branch Creek	80'	Single	Box Beam
3	S-300 (South) over Little Rocky Branch Creek	90'	Single	Box Beam
4	S-214 over Little Creek	80'	Single	Box Beam
5	S-97 over Goforth Creek	130'	30’-100’	Box Beam
6	S-265 over Manning Creek	90'	Single	Box Beam
7	S-119 over Bear Creek	80'	Single	Box Beam
8	S-87 Delta Rd over Padgetts Creek	100'	Single	Box Beam

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

Exceptional performance on this project began with RK&K’s **technical score of 94** during the design-build selection process. RK&K coordinated with the contractor to develop plans that minimized impacts to: utilities; environmental features; and proposed rights-of-way and easements. To facilitate this minimization, we optimized alignments and profiles, while at the same time adhering to SCDOT guidelines. To date, all plans are in the RFC phase and all design packages have been submitted on schedule. Review comments received have been minimal and responses were completed efficiently.


i. Quality Initiatives. Discuss the Designer’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.

RK&K’s Design Team incorporated several quality initiatives for this project. Our designs added strands in SCDOT standard cored slabs to meet load rating requirements. We incorporated reinforcing for SCDOT’s new MASH Barrier standard into the NC box beam plans and the SCDOT cored slab standards. We detailed superelevated caps as offset from the centerline to correctly locate beams and included extra detailing for cored slabs on skew as SCDOT standards do not accommodate skews. We also incorporated very specific details in AASHTO Ware to meet the Load Rating Guidance document. Our designs minimized right-of-way acquisitions by utilizing slope permissions when possible and by piping ditches in some locations. When overtopping could not be eliminated, we flanked bridges with cross line pipes to match existing headwater. We also performed more borings than were required by PCDM 11 at locations that featured variations in the top of rock elevations.

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

N/A

WORK HISTORY AND QUALITY FORM – DESIGNER
Rummel, Klepper & Kahl, LLP (RK&K)

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify Designer’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 Designer(in thousands)
Monroe Bypass Design-Build Project Union/ Mecklenburg Counties, North Carolina	Lead Contractor: United Infrastructure Group Lead Designer: RK&K	North Carolina Department of Transportation Project Manager: Malcolm Watson, PE, Design-Build Engineer 919.707.6614 mewatson@ncdot.gov	Design Completed: 2017 Construction: 2020	\$472,000	\$19,000
g. Narrative describing the work performed by Designer.					
			<p>As Lead Designer for one of North Carolina’s largest design-build projects, RK&K and the Monroe Bypass Constructors team, which included United and Reeves, designed and constructed this \$464M, 19.7-mile new alignment toll road with 37 bridges and eight interchanges. The Monroe Bypass will improve mobility and capacity by providing a facility for the US 74 corridor that allows for high-speed regional travel while maintaining access to properties along existing US 74. The design was prepared and managed by RK&K. The project consists of providing all design, construction, and quality functions for this toll facility extending from US 74 near I-485 in Mecklenburg County to US 74 between the towns of Wingate and Marshville in Union County. The structures involved a variety of bridge types including single-span over passes and multiple-span bridges over creeks with precast and structural steel girder types. Foundations for the bridges included drilled shaft, 14" H-pile, and 18" pipe pile. This project included unique utility and ROW challenges that had to be accommodated for in design. With extensive aesthetics involved, the project includes 37 bridges (26 sites with 11 duals), 45 culverts, and three sound barriers.</p> <div><p>Key Project Relevancies:</p><div><div><input checked="" type="checkbox"/> Design-Build Delivery</div><div><input checked="" type="checkbox"/> Freeway/Interstate/Complex MOT</div><div><input checked="" type="checkbox"/> Staged Construction</div><div><input checked="" type="checkbox"/> Demolition</div><div><input checked="" type="checkbox"/> Environmental Permitting</div></div><div><div><input checked="" type="checkbox"/> Right of Way Acquisition</div><div><input checked="" type="checkbox"/> Utility Conflicts</div><div><input checked="" type="checkbox"/> Hazardous Materials</div><div><input checked="" type="checkbox"/> Coordination with Adjacent Projects</div></div></div>		
h. Self-Assessment. The information provided in this section should be a self-assessment of Designer’s performance on the project to identify Designers with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Designers that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Exceptional performance on this project began with RK&K’s technical score of 93 during the design-build selection process. The RK&K design team remained committed to the project through two delays that stopped design work for a total of three years. Throughout the delays, which were due to a lawsuit, our team remained engaged in the project. RK&K developed detailed MOT plans and bridge phasing to work around utility and ROW conflicts. The designers and contractors also worked closely together during the construction phase to find way to combine concrete pours in both the substructure and the superstructure to shorten the duration of bridge construction by several weeks.					
i. Quality Initiatives. Discuss the Designer’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.					
A key aspect of maintaining schedules and budgets on all projects is the preparation of an effective initial design in order to avoid the delays and additional costs created by redesign. RK&K prepared a Design Quality Management Plan (DQMP) specifically for the Monroe Bypass project. A major element of this plan was that all design submittals (including those from subconsultants) would go through an Interdisciplinary Review process. This process minimized the likelihood of conflicts between the different design disciplines, thus avoiding time-consuming resubmittals of the plans and costly constructability issues in the field. Another major element of the DQMP was the use of “check prints,” requiring every sheet to be checked, revised, back-checked, and approved prior to being submitted for review. In addition, internal audits were performed to ensure the plan was followed. To monitor our progress against the design schedule, RK&K prepared a CPM schedule utilizing Microsoft Project and updated it regularly to include actual submittal dates versus projected. This allowed our team to see if an activity was becoming critical well in advance of it becoming an emergency.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Designer shall provide a detailed explanation below.					
N/A					

Appendix C

Work History and Quality Forms

(Section 3.5.2)





Quality of Past Performance (Section 3.5.2)

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

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

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

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

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

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

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)												
Federal Aid Bridge Replacement Project Package E Cherokee, Chester, Fairfield, Lancaster, and York Counties, SC	United Infrastructure Group, Inc.	Name of Owner: SCDOT Project Manager: Shane Parris Phone: 864-489-5760 Email: parrissl@scdot.org	2019 - Construction 2015 - Design	\$53,080	\$53,080												
g. Narrative describing the work performed by United. If submitting work completed by an affiliated or subsidiary company of United, identify the full legal name of the affiliate or subsidiary and their role on the Project.																	
United managed and performed all aspects of this design-build bridge replacement project consisting of 12 sites with 13 bridges in 5 counties totaling 4048 LF of bridge, 184,704 SF of deck, 39 spans, 4 miles of roadway, and the bridge demolitions, as well as steel pile, concrete pile, and drilled shaft foundations, reinforced concrete substructures, and flat slab, cored slab, and concrete and steel beam superstructures. United managed and self-performed all work described below except as noted herein:																	
<table><tr><td>• S-12-77 (Hightower Road) over Fishing Creek - 405’-2” Type III and 65” Modified BT Girder Bridge</td><td>• S-46-64 (Lincoln Rd) and S-46-732 (Boyd Rd) over Allison Creek and Calabash Branch - 220’ and 140’ Cored Slab Bridges</td></tr><tr><td>• S-12-141 (Brooklyn Road) over Rocky Creek - 331’ 54” Bulb Tee Girder Bridge</td><td>• S-46-347 (Gordon Rd) over Stoney Fork Creek - 90’ Type III Girder Bridge</td></tr><tr><td>• SC 200 (Great Falls Hwy) over Wateree Creek - 325’ 54” Bulb Tee Girder Bridge</td><td>• I-85 Overpass over NSRR - 156’ Steel Girder Bridge</td></tr><tr><td>• SC 9 (Chester and Lancaster Hwy) over Catawba River - 1,424’-6” 54” MBT and Florida 78” BT Girder Bridge</td><td>• S-46-103 (Oak Park Rd) over Fishing Creek - 400’ Type III Girder Bridge</td></tr><tr><td>• SC 200 (Monroe Hwy) over Cane Creek - 180’ Type III Girder Bridge</td><td>• S-11-41 (Beech St) over Peoples Creek - 44’-6” Flat Slab Bridge</td></tr><tr><td>• S-46-22 (Pleasant Rd) over Steele Creek - 330’ 54” Bulb Tee Girder Bridge</td><td></td></tr></table>						• S-12-77 (Hightower Road) over Fishing Creek - 405’-2” Type III and 65” Modified BT Girder Bridge	• S-46-64 (Lincoln Rd) and S-46-732 (Boyd Rd) over Allison Creek and Calabash Branch - 220’ and 140’ Cored Slab Bridges	• S-12-141 (Brooklyn Road) over Rocky Creek - 331’ 54” Bulb Tee Girder Bridge	• S-46-347 (Gordon Rd) over Stoney Fork Creek - 90’ Type III Girder Bridge	• SC 200 (Great Falls Hwy) over Wateree Creek - 325’ 54” Bulb Tee Girder Bridge	• I-85 Overpass over NSRR - 156’ Steel Girder Bridge	• SC 9 (Chester and Lancaster Hwy) over Catawba River - 1,424’-6” 54” MBT and Florida 78” BT Girder Bridge	• S-46-103 (Oak Park Rd) over Fishing Creek - 400’ Type III Girder Bridge	• SC 200 (Monroe Hwy) over Cane Creek - 180’ Type III Girder Bridge	• S-11-41 (Beech St) over Peoples Creek - 44’-6” Flat Slab Bridge	• S-46-22 (Pleasant Rd) over Steele Creek - 330’ 54” Bulb Tee Girder Bridge	
• S-12-77 (Hightower Road) over Fishing Creek - 405’-2” Type III and 65” Modified BT Girder Bridge	• S-46-64 (Lincoln Rd) and S-46-732 (Boyd Rd) over Allison Creek and Calabash Branch - 220’ and 140’ Cored Slab Bridges																
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• S-46-22 (Pleasant Rd) over Steele Creek - 330’ 54” Bulb Tee Girder Bridge																	
Sites S-46-22, S-46-347, S-46-732, and S-46-103 were subcontracted to another bridge subcontractor. All roadway work on all sites was subcontracted to other road contractors. All other work as self-performed other than specialty work. All work was completed safely with no significant quality issues, on budget, and on time with exception of the sites noted below.																	
h. Self-Assessment. The information provided in this section should be a self-assessment of United’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.																	
The most successful aspects of this project were directly attributable to maintaining control of as many site activities as possible, assimilating highly experienced and committed resources, having excess resources available when needed, routine and effective communication and collaboration, and early identification and abatement of issues. When these measures were not implemented, project delivery was adversely impacted. Likewise, United learned that utilizing subcontractors that do not share our same culture/commitment and/or with whom there is no established long-term working relationship led to some poor results from a schedule and cooperation perspective. Nonetheless, despite United’s shortcomings and lessons learned on this project and several other adversities, all sites were successfully completed in a quality manner without any claims, dispute proceedings, litigation and arbitration, and with no additional cost to SCDOT.																	
i. Quality Initiatives. Discuss United’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.																	
Claims avoidance became very important and initiatives were implemented to resolve all matters openly and honestly with SCDOT. On the most successful of the sites, collaboration with all team members proved extremely valuable, along with very detailed budgets and schedules that were routinely disseminated. To ensure the work is done right the first time, United’s QC firm (ICE) remained integrally involved at all times during construction, and any quality issues discovered during construction were documented/vetted with SCDOT quickly. Due to the abnormal LDs incurred, UIG replaced and re-organized staff in the home office Construction Operations Department and at the project level.																	
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, United shall provide a detailed explanation below.																	
United was assessed the following LDs: S-12-141 for delays encountered in the relocation of an existing sewer line, SC 200 (83 days, \$124,500) for improper ready mix concrete supplied to site which required removal/replacement plus there were excessive rain days and a flood, S-46-22 (108 days, \$162,000), S-46-64 and S-46-347 (70 days, \$245,000) for delays related to a major turnkey subcontractor failing to meet contractual deadlines, S-46-732 (86 days, \$129,000), I-85 (475 days, \$1,662,500) for time to resolve a beam deflection issue between the owner and EOR and time associated with extensive remediation of poor subsurface soils in the existing interstate embankments and excessive weather delays, S-46-103 (99 days, \$148,500) for delays related to grading and paving subcontractors failing to complete work per contractual deadlines, and for the overall project (83 days, \$149,400) resulting from the delays mentioned above.																	

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



a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)
FY 17 Bridge Replacement Project (Batch 1) Districts 2, 3, and 6 in Georgia	Infrastructure Consulting & Engineering, PLLC	Name of Owner: GDOT Project Manager: Andrew Hoenig, PE Phone: 8404-985-4377 Email: ahoenig@dot.ga.gov	Construction: 10/2020 Design: 09/2018	\$7,789	\$7,789
g. Narrative describing the work performed by United. If submitting work completed by an affiliated or subsidiary company of United, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>This Design-Build project includes the accelerated removal and replacement of 7 bridges and approach roadways on secondary roads over waterways. United, as the Contracting Entity and Lead Contractor, managed and self-performed all the work except some of the roadway approach work. The work included 650 LF and 22,905 SF of bridge, demolition of existing bridges, and approximately 0.5 miles of approach roadway as necessary to tie new approaches to existing roadways. All work was completed with no lost time incidents, no significant quality issues, under the Owner’s budget, within the overall 1095 days allowed, and without any disputes or claims. The work included reinforced concrete end bents on steel piles and shafts, reinforced concrete interior bents on concrete piles and drilled shafts, prestressed concrete slabs with asphalt overlays, cast-in-place flat slabs, and prestressed concrete beams with cast-in-place decks. Extensive coordination with the Owner, as well as with third parties and utilities, was critical maintain the accelerated delivery schedules. Road closure durations ranged from 90 to 180 days which often required work to proceed 7 days of week with multiple crews. The sites in this batch included:</p> <p>Lincoln County - Jones Martin Road over Dozier Branch 65’ 1-span bridge with end bents on steel piles supporting Cored Slab with an Asphalt Overlay Road Closure: 90/90 Days (actual/contract)</p> <p>Burke County - Quaker Road over Walnut Branch 80’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay Road Closure: 133/90 Days (actual/contract)</p> <p>Spalding County – Vaughn Road over Heads Creek 180’ 5-span bridge with end bents on steel piles and 3 interior bents on H-Piles with Encasements supporting a Flat Slab Deck Road Closure: 217/180 Days (actual/contract)</p> <p>Chattooga County - Green Road over Chattooga River Tributary 50’ 1-span bridge with end bents on steel piles supporting a Cored Slab with an Asphalt Overlay Road Closure: 162/90 Days (actual/contract)*</p> <p>Carroll County – Tyus-Veal Road over Becks Creek 80’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay Road Closure: 120/120 Days (actual/contract)*</p> <p>Warren County - Ansley Road over Long Creek 115’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay Road Closure: 120/120 Days (actual/contract)</p> <p>Baldwin County - Roberts Road over Fishing Creek 80’ 1-span bridge with end bents on steel piles supporting Box Beams with an Asphalt Overlay Road Closure: 107/120 Days (actual/contract)</p> <p>*Subcontracted to others</p> <p>h. Self-Assessment. The information provided in this section should be a self-assessment of United’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</p> <p>Some early construction work was advanced at risk prior to RFC plans. Multiple crews and cranes worked on each site to meet schedule deadlines, and crews worked 7 days per week at critical times. Project management closely coordinated with GDOT to address and abate issues quickly, and with suppliers and subcontractors to ensure long lead-time items were well planned in order to maintain schedule milestones. Severe inclement weather and other issues beyond control delayed completion of a 3 sites and extra resources were allocated to minimize delays.</p> <p>i. Quality Initiatives. Discuss United’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.</p> <p>In addition to the items above, stone screenings were utilized for portions of the embankment to allow work to proceed during inclement weather.</p> <p>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, United shall provide a detailed explanation below.</p> <p>Even though some liquidated damages were assessed for a few individual sites, the entire batch of bridges and contract was complete on time without liquidated damages. The site liquidated damages were: Burke County-40 Days x \$713, Spalding County-37 Days x \$713, Chattooga County - 72 Days x \$713*</p>					

RELEVANCE

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



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

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify United’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by United (in thousands)
FY 17 Bridge Replacement Project (Batch 2) Districts 2, 3, and 4 in Georgia	Infrastructure Consulting & Engineering, PLLC	Name of Owner: GDOT Project Manager: Andrew Hoenig, PE Phone: 8404-985-4377 Email: ahoenig@dot.ga.gov	Design: 09/2018 Construction: 10/2020	\$9,126	\$9,126
g. Narrative describing the work performed by United. If submitting work completed by an affiliated or subsidiary company of United, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<div><p>This Design-Build project includes the accelerated removal and replacement of 6 bridges and approach roadways on secondary roads over waterways. United, as the Contracting Entity and Lead Contractor, managed and self-performed all the work except some of the roadway approach work. The work included 978 LF and 33,898 SF of bridge, demolition of existing bridges, and approximately 0.35 miles of approach roadway as necessary to tie new approaches to existing roadways. All work was completed with no lost time incidents, no significant quality issues, under the Owner’s budget, within the overall 1095 days allowed, and without any disputes or claims. The work included reinforced concrete end bents on steel piles and shafts, reinforced concrete interior bents on concrete piles and drilled shafts, prestressed concrete slabs with asphalt overlays, cast-in-place flat slabs, and prestressed concrete beams with cast-in-place decks. Extensive coordination with the Owner, as well as with third parties and utilities, was critical maintain the accelerated delivery schedules. Road closure durations ranged from 75 to 180 days which often required work to proceed 7 days of week with multiple crews. The sites in this batch included:</p><p>Dodge County – Milan-Chauncey Rd/Sugar Creek 155’ 3-span bridge with end bents on steel piles and 2 interior bents on concrete piles supporting cored slabs with asphalt overlay Road Closure: 150/150 Days (actual/contract)</p><p>Dooly County - Weeks Rd/Lilly Branch 133’ 3-span bridge with end bents on steel piles and 2 interior bents on concrete piles supporting Type 1 mod beams with a concrete deck Road Closure: 143/120 Days (actual/contract)</p><p>Colquitt County – Doerun Norman Park Rd/Okapilco Creek 180’ 5-span bridge with end bents on steel piles and 4 interior bents on steel piles supporting a flat slab deck Road Closure: 245/180 Days (actual/contract)</p><p>Quitman County – Lower Lumpkin Rd/Hodchodkee Creek 220’ 4-span bridge with end bents on steel piles and 3 interior bents on concrete piles supporting cored slabs with asphalt overlay Road Closure: 157/180 Days (actual/contract)*</p><p>Echols County – Toms Creek Rd/Toms Creek 160’ 4-span bridge with end bents on steel piles and 3 interior bents on H-Piles supporting a flat slab deck Road Closure: 214/180 Days (actual/contract)</p><p>Thomas County - Reichertville Rd/McKeever Slough Crk 130’ 3-span bridge with end bents on steel piles and 2 interior bents on concrete piles supporting cored slabs with asphalt overlay Road Closure: 74/75 Days (actual/contract)*</p><p><small>*Subcontracted to others</small></p></div> <div><p>RELEVANCE</p><ul style="list-style-type: none">✓ Design-Build Delivery✓ Accelerated design and construction✓ ROW and Utility Coordination✓ Working near/over environmentally sensitive areas</div> <div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of United’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Some early construction work was advanced at risk prior to RFC plans. Multiple crews and cranes worked on each site to meet schedule deadlines, and crews worked 7 days per week at critical times. Project management closely coordinated with GDOT to address and abate issues quickly, and with suppliers and subcontractors to ensure long lead-time items were well planned in order to maintain schedule milestones. Severe inclement weather and other issues beyond control delayed completion of a 3 sites and extra resources were allocated to minimize delays.					
i. Quality Initiatives. Discuss United’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
In addition to the items above, stone screenings were utilized for portions of the embankment to allow work to proceed during inclement weather.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, United shall provide a detailed explanation below.					
Even though some liquidated damages were assessed for a few individual sites, the entire batch of bridges and contract was complete on time without liquidated damages.					

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

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify RK&K’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by RK&K (in thousands)
DRBA Bridge 6 New Castle County, DE	Delaware River & Bay Authority	Name of Owner: Delaware River & Bay Authority Project Manager: David Hoppenjans Phone: 302-571-6300 Email: david.hoppenjans@drba.net	Construction: 02/2020 Professional Services: 12/2019	\$35,000	\$2,600
g. Narrative describing the work performed by RK&K. If submitting work completed by an affiliated or subsidiary company of RK&K, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether RK&K was the lead designer or a sub-consultant.					
RK&K was the Lead Designer. The overall project intent was to add another lane to SB I-295. The design of Bridge 6 was a replacement and widening of the steel superstructure and concrete deck of the bridge with strengthening and widening of the existing concrete piers. The design was performed in RK&K’s Baltimore office.					
h. Self-Assessment. The information provided in this section should be a self-assessment of RK&K’s performance on the project to identify RK&K with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designer that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
N/A					
i. Quality Initiatives. Discuss RK&K’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
N/A					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, RK&K shall provide a detailed explanation below.					
3.5.2 (f) Has an owner, a Lead Contractor, or any member of a joint venture pursued compensation from the Lead Designer due to errors and omissions? The Owner and RK&K have engaged in the dispute resolution process of the contract regarding the alleged design errors and omissions. The parties have participated in mediation but were unable to resolve the matter. The Owner has sent its notice to proceed with arbitration, but there is currently no timeline for if or when arbitration will occur. RK&K is hopeful that additional settlement discussions will occur between the parties in advance of any formal proceedings.					



Appendix D Legal and Financial





3.6.1 Financial Capacity

3.6.2 Bonding Capability

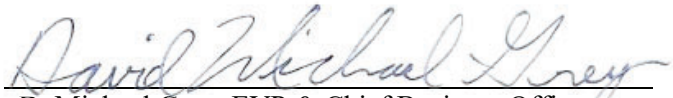
3.6.3 Organization Agreements



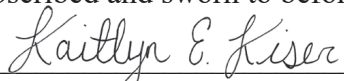
Letter of Financial Capacity

The undersigned, be duly sworn, deposes and says that he is D. Michael Grey, Chief Business Officer for United Infrastructure Group, Inc. He further states that United Infrastructure Group, Inc. has the financial capacity and resources necessary to complete the Bridge Package 17 Project Contract ID 4462250 as proposed in the Request for Qualifications issued by South Carolina Department of Transportation.

Signed this 26th day of October, 2023


D. Michael Grey, EVP & Chief Business Officer
United Infrastructure Group, Inc.

Subscribed and sworn to before me this 26th day of October, 2023


NOTARY PUBLIC FOR SOUTH CAROLINA
My Commission Expires: February 8, 2032





Surety Department

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

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

October 16, 2023

Subject: United Infrastructure Group, Inc., Great Falls, SC
Project: Bridge Package 17, Design-Build Project, Contract ID 4462250, Union County

To Whom It May Concern:

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

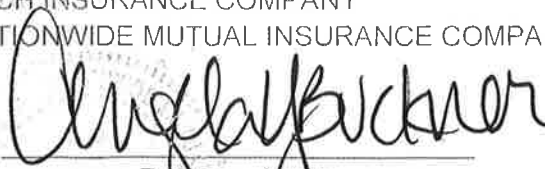
Should the captioned project be awarded to and accepted by United Infrastructure Group, Inc., we are prepared to consider providing the required bonds on their behalf. Based upon normal and standard underwriting criteria at the time of the request, Arch Insurance Company and Nationwide Mutual Insurance Company should be in a position to provide United Infrastructure Group, Inc. Performance and Payment Bonds for single projects in the amount of \$200,000,000.00 and aggregate support in excess of \$500,000,000.00. Our support is conditioned upon completion of the underwriting process, including satisfactory review of contract documents, confirmation of financing and our ongoing review of the operational and financial capacity of United Infrastructure Group, Inc. Please understand that any arrangement for bonds is strictly a matter between United Infrastructure Group, Inc. and each of the above named sureties. We assume no liability to third parties or you if for any reason we do not execute said bonds.

It is a distinct pleasure to provide United Infrastructure Group, Inc. with their bonding needs, and we highly recommend their construction services to you.

Sincerely,

ARCH INSURANCE COMPANY
NATIONWIDE MUTUAL INSURANCE COMPANY

By:


Angela Y. Buckner, Attorney-in-Fact

This document is not intended to be taken as advice regarding any individual situation and should not be relied upon as such. Marsh & McLennan Agency, LLC shall have no obligation to update this publication and shall have no liability to you or any other party arising out of this publication or any matter contained herein. Any statements concerning actuarial, tax, accounting or legal matters are based solely on our experience as consultants and are not to be relied upon as actuarial, accounting, tax or legal advice, for which you should consult your own professional advisors. Any modeling analytics or projections are subject to inherent uncertainty and the analysis could be materially affected if any underlying assumptions, conditions, information or factors are inaccurate or incomplete or should change. Copyright © 2022 Marsh McLennan Agency, LLC. All rights reserved. CA Insurance Lic: 0H18131, MarshMMA.com

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

POWER OF ATTORNEY

Know All Persons By These Presents:

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

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

its true and lawful Attorney(s)-in-Fact, to make, execute, seal, and deliver from the date of issuance of this power for and on its behalf as surety, and as its act and deed: Any and all bonds, undertakings, recognizances and other surety obligations, in the penal sum not exceeding One Hundred Fifty Million Dollars (\$150,000,000.00). This authority does not permit the same obligation to be split into two or more bonds in order to bring each such bond within the dollar limit of authority as set forth herein.

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

This Power of Attorney is executed by authority of resolutions adopted by unanimous consent of the Board of Directors of the Company on August 31, 2022, true and accurate copies of which are hereinafter set forth and are hereby certified to by the undersigned Secretary as being in full force and effect:

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

This Power of Attorney is signed, sealed and certified by facsimile under and by authority of the following resolution adopted by the unanimous consent of the Board of Directors of the Company on August 31, 2022:


VOTED, That the signature of the Chairman of the Board, the President, or the Executive Vice President, or any Senior Vice President, of the Surety Business Division, or their appointees designated in writing and filed with the Secretary, and the signature of the Secretary, the seal of the Company, and certifications by the Secretary, may be affixed by facsimile on any power of attorney or bond executed pursuant to the resolution adopted by the Board of Directors on August 31, 2022, and any such power so executed, sealed and certified with respect to any bond or undertaking to which it is attached, shall continue to be valid and binding upon the Company. **In Testimony Whereof**, the Company has caused this instrument to be signed and its corporate seal to be affixed by their authorized officers, this 23rd day of March, 2023.

Attested and Certified


Regan A. Shulman, Secretary

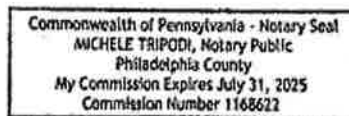


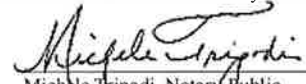
Arch Insurance Company


Stephen C. Ruschak, Executive Vice President

STATE OF PENNSYLVANIA SS
COUNTY OF PHILADELPHIA SS

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




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

CERTIFICATION

I, **Regan A. Shulman**, Secretary of the Arch Insurance Company, do hereby certify that the attached **Power of Attorney dated March 23, 2023** on behalf of the person(s) as listed above is a true and correct copy and that the same has been in full force and effect since the date thereof and is in full force and effect on the date of this certificate; and I do further certify that the said **Stephen C. Ruschak**, who executed the Power of Attorney as Executive Vice President, was on the date of execution of the attached Power of Attorney the duly elected Executive Vice President of the Arch Insurance Company.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seal of the Arch Insurance Company on this 16th day of October, 20 23.


Regan A. Shulman, Secretary

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

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

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



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

Power of Attorney

KNOW ALL MEN BY THESE PRESENTS THAT:

Nationwide Mutual Insurance Company, an Ohio corporation

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

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

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

UNLIMITED

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

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

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

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

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

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

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

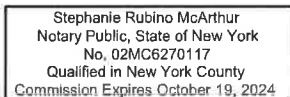


Antonio C. Albanese, **Vice President** of Nationwide Mutual Insurance Company

ACKNOWLEDGMENT

STATE OF NEW YORK COUNTY OF NEW YORK: ss

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

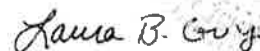


Notary Public
My Commission Expires
October 19, 2024

CERTIFICATE

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

IN WITNESS WHEREOF, I have hereunto subscribed my name as Assistant Secretary, and affixed the corporate seal of said Company this 16th day of October, 2023.



Assistant Secretary



October 26, 2023

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

RE: Bridge Package 17
Contract ID 4462250 Union County, South Carolina

Dear Ms. Wright,

I, D. Michael Grey, in my capacity as EVP & Chief Business Officer of United Infrastructure Group, Inc., affirm that the Key Individuals represented in the Project Organization Chart in this SOQ for the Bridge Package 17 Design-Build Project will be available as required in the RFQ and/or RFP.

Respectfully submitted,

A handwritten signature in blue ink, reading "D. Michael Grey", with a stylized flourish extending from the end.

D. Michael Grey
EVP & Chief Business Officer

Appendix E Organizational Conflicts of Interest



DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

 X Determined that no potential organizational conflict of interest exists.

 Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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

David Michael Grey
Signature

10/26/2023
Date

David Michael Grey
Print Name

United Infrastructure Group, Inc.
Company

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

Name

Phone

Company

Company

Appendix F

Confidential or Proprietary Information Summary List





Appendix F - Confidential or Proprietary Information Summary List

United Infrastructure Group (Contractor) has designated the **Teaming Agreement** included in **Appendix D** as **Confidential**.

Appendix G Addendum Receipt Forms





South Carolina
Department of Transportation

NOTICE TO PROPOSERS

Bridge Package 17
Design-Build – Contract ID 4462250
Union County

October 13, 2023

NOTICE TO PROPOSERS - Enclosed is **Addendum 1** to the Request for Qualifications (RFQ) for the Bridge Package 17 design-build project. The information provided in this notice and the addendum shall be made part of the contract documents.

The **yellow** highlights identify the revisions associated with Addendum 1.

This addendum is being issued in order to provide clarification and additional information for the project. The following sections of the RFQ contain revisions:

- Section 2.2.1
- Section 5.2.4
- Section 7.9



NOTICE OF RECEIPT
Bridge Package 17
Design-Build – Contract ID 4462250
Union County

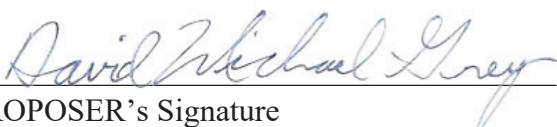
Addendum 1

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

October 26, 2023
Date

David Michael Grey
Printed Name

For: United Infrastructure Group, Inc.
Design-Build Team Name



Appendix H

Key Individual and Contractor/Designer Reference Forms



References from Key Individual Resume Forms

Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
braggjk@scdot.org	Jared	Bragg	Jean-Baptiste Fangous	I-77 Interchange and Palmetto Parkway-York County	Project Manager	United
BishopKA@scdot.org	Kimberly	Bishop	Jean-Baptiste Fangous	I-85 over Rocky Creek- Greenville County, SC	Project Manager	United
ddyrhaug@mauldincitysc.com	David	Dyrhaug	Jean-Baptiste Fangous	Bridgeway Station Pedestrian Bridge Over I-385 - Mauldin, SC	Project Manager	United
braggjk@scdot.org	Jared	Bragg	Felipe Petzold Garcia Rosa	I-77 Interchange and Palmetto Parkway-York County	Project Engineer	United
gaffneysh@scdot.org	Sarah	Gaffney	Felipe Petzold Garcia Rosa	SCDOT US-21 over Harbor River Bridge Replacement, Beaufort County	Project Engineer	United
rwbaucom@ncdot.gov	Rick	Baucom	Felipe Petzold Garcia Rosa	Monroe Expressway	Structures Construction Engineer	United
RogersDL@scdot.org	David	Rogers	Felipe Petzold Garcia Rosa	Carolina Crossroads Phase 1&2- Columbia, SC	Field Engineer	United
pittsme@scdot.org	Michael	Pitts	Larry Kevin Austin	SCDOT Closed and Load Restricted Bridge Design-Build Package 2021-1	QA/QC Manager	Reeves/RK&K
mattoxtb@scdot.org	Berry	Mattox	Larry Kevin Austin	SCDOT SC 5 over Tools Fork Creek Bridge Replacement	Structural Lead	NV5 Engineers
jabel@ncdot.gov	John	Abel	Larry Kevin Austin	Six Bridge Replacements, Hertford & Northampton Counties, NC	Project Manager	NV5 Engineers
braggjk@scdot.org	Jared	Bragg	Gregorio Junior Arias	I-77 Interchange and Palmetto Parkway-York County	Structures Superintendent	United
jeremy.gilbert@bmwmc.com	Jeremy	Gilbert	Gregorio Junior Arias	LC-X Bridge Project	Superintendent	United
fernando.gomez@dot.state.do.us	Fernando	Gomez	Gregorio Junior Arias	Suncoast Parkway 2	Assistant Superintendent	Lane Construction Corporation
ben.dreiling@cfxway.com	Ben	Dreiling	Gregorio Junior Arias	Berkeley Drive SR 408 Widening from Sr 417 to Alafaya Trail Bridge over US 123	Foreman	Lane Construction Corporation
ben.dreiling@cfxway.com	Ben	Dreiling	Gregorio Junior Arias	SR 528/Innovation Way Interchange	Foreman	Lane Construction Corporation



Email	First Name	Last Name	Company Name	Project Name	Team
References from 3.3.1					
rob.cousins@summitde.net	Rob	Cousins	Summit	Monroe Bypass D-B	United/RK&K
mcwatson@ncdot.gov	Malcom	Watson	NCDOT	Monroe Bypass Design-Build	United/RK&K
pittsme@scdot.org	Michael	Pitts	SCDOT	SCDOT Closed & Restricted Bridge Package 2021-1 D-B	RK&K
mathismw@scdot.org	Mark	Mathis	SCDOT	SCDOT Closed & Restricted Bridge Package 2021-1 D-B	RK&K
References from 3.5.1					
rob.cousins@summitde.net	Rob	Cousins	Summit	Monroe Bypass D-B	United/RK&K
bishopka@scdot.org	Kimberly	Bishop	SCDOT	I-85 Rocky Creek DB, Greenville County	United
fulmurjs@scdot.org	Jason	Fulmur	SCDOT	I-26 Widening DB, Lexington & Richland Counties	United
mcwatson@ncdot.gov	Malcolm	Watson	NCDOT	Monroe Bypass D-B	United/RK&K
pittsme@scdot.org	Michael	Pitts	SCDOT	SCDOT Closed & Restricted Bridge Package 2021-1 D-B	RK&K
hodgesjt@scdot.org	Jeremy	Hodges	SCDOT	SCDOT Closed & Restricted Bridge Package 2020-1 D-B	RK&K
mcwatson@ncdot.gov	Malcolm	Watson	NCDOT	26 NCDOT D-B Projects (\$2.4B), including 70 Low Volume bridges	RK&K
References from Work History Forms and 3.5.1					
reynoldsbs@scdot.org	Brad	Reynolds	SCDOT	SCDOT Closed & Restricted Bridge Package 2020-1 D-B	RK&K
hodgesjt@scdot.org	Jeremy	Hodges	SCDOT	SCDOT Closed & Restricted Bridge Package 2020-1 D-B	RK&K
rob.cousins@summitde.net	Rob	Cousins	Summit	Monroe Bypass D-B	United
References from 3.5.2 (c) - Appendix C					
RK&K					
david.hoppenjans@drba.net	David	Hoppenjans	Delaware River & Bay	DRBA Bridge 6	RK&K
United					
parissl@scdot.org	Shane	Parris	SCDOT	Federal Aid Bridge Replacement Package E	United
ahoenig@dot.ga.gov	Andrew	Hoenig	SCDOT	FY 17 Bridge Replacement Project (Batch 1)	ICE / United
ahoenig@dot.ga.gov	Andrew	Hoenig	SCDOT	FY 17 Bridge Replacement Project (Batch 2)	ICE / United



N/A

Appendix I Unique Entity ID Documentation





Statement of Qualifications



5562 Pendergrass Blvd.

Great Falls, SC 29055



803.581.6000



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