

Interstate 77 Panther Interchange

Design-Build Project ID P038652

York County

August 21, 2020



SCDOT

Bookmarks and Hyperlinks have been added for your convenience.



STATEMENT OF QUALIFICATIONS



SCDOT



**CROWDER
CONSTRUCTION
COMPANY**

PARRISH & PARTNERS

3.2 INTRODUCTION

3.2.1 CONTRACTING ENTITY:	Crowder Construction Company (corporation)
CONTACT/MANAGING OFFICE:	George F. Ellis, PE ♦ 6409 Brookshire Blvd., Charlotte, NC 28216 (704) 995-4757 ♦ GEllis@crowderusa.com
3.2.2 PROCUREMENT CONTACTS:	Crowder Construction Company George F. Ellis, PE ♦ 6409 Brookshire Blvd., Charlotte, NC 28216 (704) 995-4757 ♦ GEllis@crowderusa.com
	Parrish and Partners, LLC Chad Rogers, PE ♦ 140 Stoneridge Drive, Suite 500, Columbia, SC 29210 (803) 978-1600 ♦ CRogers@parrishandpartners.com
	

3.2.3 FULL LEGAL NAME OF LEAD CONTRACTOR AND LEAD DESIGNER: Crowder Construction Company (Crowder) is the Lead Contractor with Parrish and Partners, LLC (P&P), as the Lead Designer.

3.2.4 KEY INDIVIDUAL COMMITMENT: Crowder commits to full availability of the Key Individuals listed in our Statement of Qualifications (SOQ) for the entire duration of the Interstate 77 (I-77) Panther Interchange Design-Build (D-B) Project. Our organizational chart and team approach has identified these positions and we are providing experienced support staff to ensure operational efficiency.


3.2.5 INTRODUCTION: Crowder, together with P&P, presents our Team for the I-77 Panther Interchange D-B Project ID P038652 in York County. We have assembled an ACEC award-winning Team that will successfully deliver the Project safely, efficiently, and on an accelerated schedule.



Crowder will serve as the lead organization and prime contractor with SCDOT, and we will be responsible for the oversight and management of our Team for the duration of this D-B Project. Crowder has been building interchanges throughout the Carolinas since 1954. We have proven success building projects for SCDOT and leading D-B teams. Crowder will lead the Team in both management and construction roles, and will be responsible for coordination of civil and structural design, utilities, constructability, environmental controls, and most importantly, safety. With Lead Designer P&P, Crowder will ensure proactive and timely coordination with SCDOT and third party stakeholders. P&P, the Lead Design firm, is a multidisciplinary, client-focused consulting firm specializing in highway, bridge, and aviation services geared to meet the challenges of today's economic environment. With its corporate headquarters located in Columbia and a branch office in Charlotte, the P&P team is easily accessible and dedicated to serving SCDOT. P&P has grown to nearly 60 professional staff located in five offices throughout the Southeast. A key cornerstone of the firm is quality service and deliverables; essential to this are talented and committed professionals and staff. P&P staff have been performing transportation engineering projects for SCDOT for over 40 years.

3.3 TEAM STRUCTURE AND PROJECT EXECUTION

3.3.1a Organizational Chart:

 Required Key Personnel

Report / Chain of Command

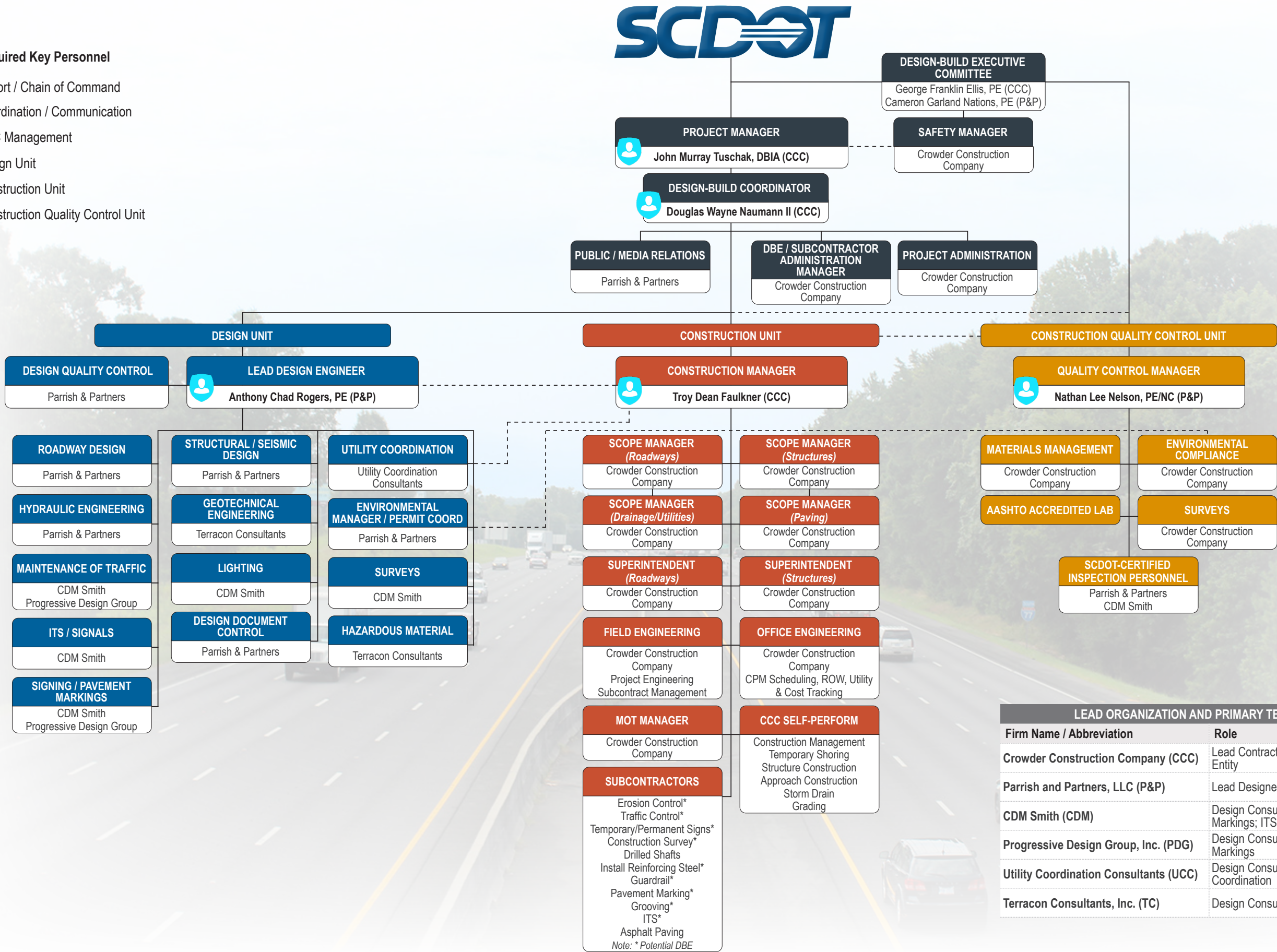
Coordination / Communication

CCC Management

Design Unit

Construction Unit

Construction Quality Control Unit



3.3.1b D-U-N-S Number For All Team Members:

Crowder Construction Company	00-677-9896	Progressive Design Group	01-374-2592
Parrish & Partners	07-930-6745	Terracon Consultants	61-356-9961
CDM Smith	05-599-0261	Utility Coordination Consultants	15-409-8755

3.3.1c Functional Relationships and Integrated Design-Build Team: **Crowder** is responsible for all aspects of the Project, including project management, design, and construction. **P&P** is responsible for managing the Design Team and providing roadway, structure, seismic, hydrologic/hydraulic analysis and design, permitting, public relations, and document control. P&P is joined by a team of local South Carolina subconsultants with relevant D-B experience, including **CDM Smith** (*Traffic, ITS, PM&S, Lighting, Supplemental Survey*), **Progressive Design Group** (*Traffic, PM&S*), **Terracon** (*Geotechnical*), and **Utility Coordination Consultants** (*Utility Coordination*). The organizational chart on page 2 defines the major subconsultant roles.

Crowder's primary point of contact for SCDOT pre-award is George Ellis, PE. Upon Award, **D-B Project Manager John Tuschak, DBIA**, will manage all aspects of design and construction and will be an integral part of the preconstruction activities for the Project. **Lead Design Engineer Chad Rogers, PE**, will manage the design discipline leaders. Each discipline leader is responsible for design and decision making within their technical area of expertise and will report directly to Chad. **D-B Coordinator Doug Naumann** will be the day-to-day contact for SCDOT upon award of the Project, and he will work in cooperation with the design and construction Leaders to assure the schedule progresses appropriately. **Construction Manager Troy Faulkner** will manage all aspects of construction, including daily operations of the construction superintendents to deliver the Project safely and on schedule. The Quality Management Team, led by **Construction Quality Control (QC) Manager Nathan Nelson, PE/NC**, will function independently of the Construction Team. Reporting directly to the D-B Team's Executive Committee, Nathan will coordinate with the SCDOT Resident Engineer's office. He is directly responsible for, and solely dedicated to QC.

Environmental compliance will be achieved through close collaboration between the Design Team's Lead Permitting Specialist and the Construction QC Unit's environmental compliance staff. We will provide dedicated environmental staff whose sole purpose is to review and oversee that design and construction meets or exceeds all environmental commitments.

Our **Executive Committee** includes senior representatives from **Crowder** and **P&P**, providing corporate oversight, support, and necessary resources for the project management team. The Executive Committee will meet quarterly with District 4 personnel to promote clear, executive-level communication of project progress, high level of cooperation, and to proactively resolve elevated issues, thus allowing the project management team to remain focused on constructing a new interchange on I-77.

To function as an integrated team, we encourage an open environment of interaction between engineering, construction, quality, safety, and public information personnel, and SCDOT during the Project's D-B activities.




Weekly Task Force meetings and Design Progress meetings allow our construction and design leaders to routinely collaborate and discuss the Project. This environment fosters operational excellence and innovation, and instills quality, safety, and environmental/community awareness throughout the entire Project Team.




EXHIBIT 1: Integrated Strategies

DESIGN-BUILD INTEGRATION STRATEGIES
<ul style="list-style-type: none"> D-B Coordinator responsible for day-to-day management and SCDOT communication; facilitating Pre-construction and Construction communication Weekly / Monthly Task Force meetings to promote collaboration, planning, constructability, scheduling, design reviews – participation including Pre-construction, Construction, Major Subcontractors, and SCDOT Joint meetings held monthly between Crowder and the Developer’s Construction Management Group to provide project coordination for the concurrent construction of the adjacent/overlapping project Pre-design meetings with Construction and SCDOT Technology Integration – BlueBeam Plan reviews, ProjectWise file management system, and Video Conferencing Pre-submittal constructability reviews by Construction Team Dedicated design / construction document control specialists to coordinate with SCDOT on design and construction submittals Information meeting to be held for third party industry along Paragon Way

3.3.1d Past Working Relationships: Our team members have previously worked together in a similar capacity.


EXHIBIT 2: Past Working Relationships



PROJECT / TEAM	PROJECT DESCRIPTION	KEY / FIRM - PARTICIPATION	CONTACT / DURATION
 I-85 Reconstruction & Widening D-B MM 77-98 Cherokee/Spartanburg Counties, SC P&P (Lead Design) Crowder (CSX RR Bridge over I-85)	D-B; 21-mile section of I-85; rehab. 4 miles; widening 16+ miles; concrete pavement; 4 interchange modifications; 8 bridge structures; 2 box culverts; 2.89 miles of retaining walls; expedited design schedule; adjacent project coordination; significant interstate/ interchange MOT; significant 3rd party coordination	CCC - CSX RR Bridge P&P - Lead Design Firm John Tuschak / CCC - CSX RR General Super. Chad Rogers / P&P - Lead Design Engineer PDG - MOT UCC - Utility Coordination TC - Geotechnical	Brad Reynolds ReynoldsBS@scdot.org 803.737.1440 Shane Parris ParrisSL@scdot.org 864.490.0466 2016-2021 (design substantially complete 1/2018)
 SCDOT Emergency D-B Bridge Replacement Package 3 Fairfield/Florence/ Newberry Counties, SC Crowder (Lead Contractor) P&P (Lead Design)	Emergency D-B; 2 on-alignment bridge replacements using cored slab superstructures and pile foundations, 1 off-alignment bridge replacement using prestressed beam and CIP deck superstructure with pile foundations; expedited construction and design schedule	CCC - Lead Contractor P&P - Lead Design Firm Chad Rogers / P&P - Lead Design Engineer Troy Faulkner / CCC - Project Superintendent	Michael Hood HoodML@scdot.org 803.737.3485 Drew McCaffrey McCaffreGA@scdot.org 864.889.8004 Design & Constr. 12/2015 - 11/2016
 SCDOT Emergency D-B Bridge Replacement Package 6 Richland County, SC Crowder (Lead Contractor) P&P (50/50 Design Partner)	Emergency D-B; 3 on-alignment bridge replacements using solid slab concrete and prestressed beam with CIP deck superstructures supported by pile foundations; expedited construction and design schedule	CCC - Lead Contractor P&P - 50/50 Design Partner Chad Rogers / P&P - Lead Hydraulic Engineer	Tyke Redfearn RedfearnWT@scdot.org 803.737.1430 Robert Power, RCE PowerRW@scdot.org 803.769.9540 Design & Constr. 5/2016 - 12/2016

PROJECT / TEAM	PROJECT DESCRIPTION	KEY / FIRM - PARTICIPATION	CONTACT / DURATION
 <p>SCDOT I-85 over Rocky Creek D-B Bridge Replacement Pursuit Greenville County, SC Crowder (Lead Contractor) P&P (Lead Design)</p>	D-B Pursuit: Replace existing quad barrel, 8'x10' bridge-sized culvert with a new single-span BT-78 prestressed beam bridge; significant interstate MOT; MSE walls; ITS; overhead signage	CCC - Lead Contractor P&P - Lead Design Firm John Tuschak / CCC - Operations Manager Chad Rogers / P&P - Lead Design Engineer Doug Naumann / CCC - Project Manager UCC - Utility Coordination	Brad Reynolds ReynoldsBS@scdot.org 803.737.1440 Pursuit: 2019
 <p>NCDOT D-B Bridge Replacement, Divisions 4, 6, 11 Pursuit Crowder (Lead Contractor) P&P (Lead Design)</p>	D-B Pursuit: Replacement of 5 bridges; expedited design and construction schedule	CCC - Lead Contractor P&P - Lead Design Firm Chad Rogers / P&P - Lead Design Engineer Troy Faulkner / CCC - Construction Manager	Christy Huff, PE chuff@ncdot.gov 910.364.0603 Pursuit: 2015
 <p>Greene Street Bridge & Area improvements Crowder (Lead Contractor) P&P (QC Management)</p>	D-B-B: Bridge over Norfolk Southern and CSX RR; utility coordination; significant 3rd party owner coordination; MSE walls; lighting	CCC - Lead Contractor P&P - QC Manager John Tuschak/CCC - Operations Manager Troy Faulkner / CCC - Construction Manager	Ali Eliadorani, PhD, PE, PLS eliadorani.ali@richlandcountysc.gov 803.977.0547 1/2020 - 9/2021 (Est.)

3.3.2 CRITICAL RISKS:

EXHIBIT 3: Critical Risk Items

CRITICAL RISK	MITIGATION STRATEGIES	SCDOT & THIRD-PARTY ROLE
<p>Risk: Schedule Impacts:</p> <ol style="list-style-type: none"> Access for 2022 Training Camp Ease of traffic at adjacent exits 	<p>(1,2) To mitigate/accelerate the schedule risk, Crowder will begin the bridgework, specifically the bridge foundation and MSE walls before the roadway design is 100% complete and RFC, allowing the Team to expedite the longest critical activity on the Project, which is the bridge structure</p> <p>(1,2) Allow pile supported foundations bearing on rock, which will be faster than a drilled shaft approach. However, it requires additional work area but can save weeks, if not months over drilled shafts with rock sockets.</p> <p>(1,2) To ensure the bridge, the longest lead portion of the Project, is completed on the aggressive schedule, Crowder will plan on mobilizing 2 to 3 bridge crews at the beginning of the Project. Therefore we will have 2 cranes driving foundations on both ends of the bridge, as well as MSE walls at either end bent. Once the substructure is complete, Crowder will mobilize a fourth bridge crew to construct the superstructure when necessary. Some superstructure work will have to be performed at night. The additional crew will allow 16 to 20 hours per day of productivity.</p>	<p>Submittal and approval of bridge plans before RFC roadway</p> <p>Submittal and approval of alternate foundation.</p> <p>SCDOT will need to provide additional inspection staff to cover multiple work locations.</p>
<p>Risk: Maintenance of Traffic Impacts:</p> <ol style="list-style-type: none"> Ramp / Accel / Decel lane construction adjacent to I-77 outside lane I-77 Impacts during girder installations 	<p>CDM / PDG will look for opportunities to reduce or combine construction phases to help expedite construction and condense the project schedule.</p> <p>(1) Shift traffic toward median to create proper spacing to construct ramps and ramp tie-ins behind temporary concrete barrier.</p> <p>(2) Coordination with the Highway Patrol to pace traffic ahead of the construction zone for girder installation and overhead sign installation. Follow RFP time constraints on traffic pacing.</p>	<p>Partner with SCDOT to develop and maintain a project website that can be used to provide construction schedule updates to the public.</p> <p>Work with SCDOT to maintain operations of ITS equipment</p>

CRITICAL RISK	MITIGATION STRATEGIES	SCDOT & THIRD-PARTY ROLE
<p>Risk: Maintenance of Traffic <i>(continued)</i></p> <p>Impacts:</p> <ol style="list-style-type: none"> Relocation of Dynamic Message Sign (DMS) north of proposed interchange Impacts along I-77 due to overhead sign construction – 2 new overhead signs will span SB I-77 (1 near Celanese Rd., 1 at the new SB exit ramp); new NB overhead signs will likely be cantilever signs located on the outside shoulder of I-77 	<p>(3,4) Implement nighttime lane closure to access median work zone during overhead sign construction and DMS relocation. Minimize the use of traffic shifts for this construction item. May need to shift traffic for overhead sign foundation construction so work can be performed behind temporary concrete barrier.</p> <p>(3) Relocate the ITS camera and the DMS located within the project site early during construction in order to maintain operability of the ITS and allow SCDOT full remote visual access to the job site.</p> <p>Prepare and maintain a Traffic Management Plan (TMP) that provides up-to-date information about the MOT plans, construction phases, construction schedule, and public involvement and education elements. Develop website that provides current information about the MOT stages and construction schedule.</p>	
<p>Risk: Third Party Coordination</p> <p>Impacts:</p> <ol style="list-style-type: none"> Panthers Private Development Construction Schedule Panthers Private Development Construction Site Shared Access Utility Relocations/Schedule Private Industry Logistics along Paragon Way 	<p>(1) Construction of the interchange and the Panther development will be ongoing concurrently. Construction of the embankment and roadway tie-in between the two operations will need to be closely coordinated to ensure schedules are aligned. Joint meetings will be held monthly between Crowder and the Developer's Construction Management Group to provide project coordination.</p> <p>(2) Construction access to the development and the west side of the interchange could possibly be through the same location. The joint coordination meetings between Crowder and the Developer's Construction Management Group will also be used to coordinate project/interchange access, deliveries, and material storage to ensure no disruption between the two operations.</p> <p>(3) The utilities that conflict with the Project are expected to be relocated as part of SCDOT's responsibilities. The timing and specifics of the relocations will need to be coordinated with construction schedules to ensure project commitments are met. Mark Price (UCC) will facilitate monthly utility meetings with the utility owners and SCDOT to coordinate project schedules and action plans. In addition, individual coordination will occur between Mark Price and owners on an as needed basis to ensure clarity and implementation of the relocations.</p> <p>(4) The existing Paragon Way is home to multiple private industries including Atlas Copco, Exel – Energizer, McKesson Medical-Surgical, DHL, Continental Tire, NFI, etc. These industries utilize Paragon Way for their distribution of goods and services. During the realignment of Paragon Way, these industries will be impacted by MOT operations and will need to be fully informed of the schedule for these operations. Initial communication will be made with each affected party inviting them to an information meeting that provides schedule and specifics of the MOT. Updated schedules and operations will be provided to each party during construction.</p>	<p>SCDOT could participate in the joint meetings between Crowder and the Developer's Construction Management Group if elected. If project schedules between the two operations could not be aligned to ensure SCDOT project schedule, Crowder would seek assistance from SCDOT in discussing solutions with Panthers Organization/Ownership.</p> <p>SCDOT could participate in the joint meetings between Crowder and Developer's Construction Management Group if elected.</p> <p>Per the SCDOT open forum meeting, it is expected that the utilities that are in conflict with the Project will be relocated as part of SCDOT responsibilities. SCDOT, as well as the utility companies, will need to participate in the monthly utility meetings for project coordination.</p> <p>Both SCDOT and the private industries will be invited to the information meeting and will receive updated project schedules for MOT along Paragon Way.</p>

3.3.3 PROJECT RESOURCES, STRATEGIES, AND EXECUTION:

3.3.3a Implementation of Resources: Crowder currently has five bridge crews located in the Lockhart, SC, and Charlotte, NC, areas that will be ready to mobilize as soon as construction activities begin. We also anticipate using two roadway crews and two drainage crews throughout the course of construction. We have agreements in place with the major heavy equipment rental companies and access to an unlimited amount of heavy equipment to supplement our owned equipment. In addition to over 500 construction personnel, our dedicated Project Manager, John Tuschak, DBIA, has 18 years of experience on D-B bridge and interchange projects and will work with design and construction to ensure constructability of the Project. John will be the primary contact for SCDOT and is responsible for the successful delivery of the Project. For day-to-day operations and communications with SCDOT, he will be supported by our D-B Coordinator, Doug Nauman. Both John and Doug will maintain an open line of communication with SCDOT to ensure all requirements are incorporated. **Doug will be dedicated to this Project full time.** Doug and John have been working together on the extremely challenging Charlotte Gateway Station project and are accustomed to daily communication and weekly progress meetings where look ahead schedules are discussed and disseminated to QA/QC staff and major milestone schedules are evaluated. These meetings also give an opportunity for project “Hot Topics” to be identified and addressed with all stakeholders in the project. Construction Manager Troy Faulkner will also participate in daily communication and weekly meetings so that all construction activities are communicated in detail to all parties.

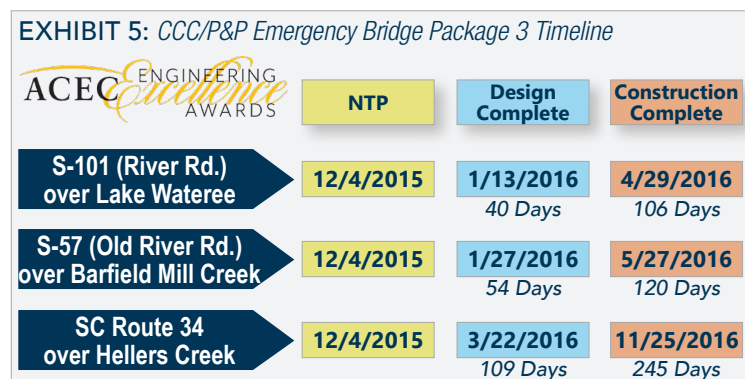
Crowder has experience working with Panthers’ upper management. As part of our Charlotte Gateway Station project located adjacent to the Bank of America Stadium, Crowder had to provide access for team members, coaches, owner, and media between the stadium and the practice facilities through our jobsite. Careful coordination between Crowder, the City of Charlotte, NCDOT, and the Panthers’ organization provided a workable solution for everyone. We continue regular contact with senior members of the Panthers’ organization.

Exhibit 4 shows our Design Team’s available personnel resources. Each firm will be responsible for their area of expertise and each design discipline leader will report directly to our Lead Design Engineer, Chad Rogers. Chad will lead weekly Design and Task Force meetings to allow for cross discipline collaboration, gain insight into constructability approaches, and monitor design schedules. Meetings will be held in person, in our Columbia or Charlotte offices, and by video

EXHIBIT 4: Available Staff

CCC	13	Project Managers	P&P	6	Project Managers
	3	Constr. Managers		10	Rdwy Eng./Support
	18	Superintendents		10	Struct. Eng./Support
	4	Rdwy Foremen		7	Hydro Eng./Support
	4	Rdwy Crews		9	CADD Support
	15	Struct. Foremen		5	Permitting
	15	Struct. Crews		5	Public Relations
	2	Drainage Foremen		2	Document Control
	2	Drainage Crews			
	4	Project Assistants			
CDM	3	Surveyors	PDG	4	MOT Eng.
	3	MOT Eng./Support		3	Signing/Marking
	2	Signing Eng./Support	Terra	12	Geotech Eng.
	3	Traffic/Signal		4	Pavement Design
	2	ITS Eng. & Support		6	HazMat Support
	2	Lighting Eng./Support	UCC	3	Utility Coordinators
	5	QC Staff			

conferencing technologies. The design team will use ProjectWise for file sharing capabilities, and we will assign a dedicated Document Control specialist to organize and coordinate design submittals, receive SCDOT comments, and resubmit Design Team responses. From a capacity standpoint, P&P and our design firms have low backlog due to recent economic slowdowns. **Available capacity is not an issue, in fact, available capacity is high across the board with many staff having 100% availability.**



Crowder and P&P are accustomed to working together under extremely compressed design and construction schedules. We have successfully executed several projects for SCDOT under exceedingly short schedules such as the Emergency Bridge Package 3 project. As illustrated in Exhibit 5, S-101 was designed and constructed in under five months, while waiting

for a Duke Energy FERC permit; S-57 was completed in under six months from NTP; and S-34, which was built on completely new alignment and required significant right of way acquisition, was designed and constructed in less than one year. **Crowder and P&P have a proven ability to implement our resources effectively and execute the most demanding project schedules.**

With financial strength, excellent bonding capacity, and a strong insurance program, we can offer the stability required for this Project. Crowder will self-perform approximately 70% of the construction items, which allows us control of the schedule. Crowder will recruit DBE participation as suggested in Exhibit 6 outlining work that would be self-performed versus subcontracted. The Crowder Team will keep as-built drawings on-site and supply a complete as-built set upon project completion.

EXHIBIT 6: D-B Team Responsibility

CONSTRUCTION CATEGORY	SELF-PERFORM	SUB-CONTRACT	DESIGN DISCIPLINE	P&P	CDM	PDG	UCC	TERRA
Construction Management	X		Structural/Bridge Design	X				
Erosion Control*		X	Seismic Design	X				
Traffic Control*		X	Roadway Design	X				
Temporary/Permanent Signs*		X	Clear Zone	X				
Construction Survey*		X	Hydro/Hydraulic Analysis & Design	X				
Access	X		Traffic Design		X	X		
Temporary Shoring	X		Transportation Management Plan		X	X		
Structure Construction	X		Drainage Design	X				
Drilled Shafts		X	Environmental Permitting	X				
Install Reinforcing Steel*		X	Public/Media/Community Relations	X				
Approach Construction	X		Geotechnical Exploration & Design					X
MSE Walls	X		Survey/SUE		X			
Storm Drain	X		HazMat Studies					X
Asphalt Paving		X	Utility Coordination				X	
Guardrail*		X	As-Built Plans	X				
Pavement Marking*		X						
Grooving*		X						
ITS*		X						
* Potential DBE Opportunity								

3.3.3b Geographical Location: The location of our existing equipment and facilities will allow our Team to mobilize efficiently for project execution. The **Lead Design Engineer, Project Manager, and D-B Coordinator** will correspond and meet regularly with one another regarding progress, constructability, and overall project related activities.

Our Team will locate a Project Office at the Project site that will serve as the main operations center for construction personnel. The D-B Coordinator, the Construction Manager, and entire construction staff will be located in our on-site Project Office, offering convenient access for District 4 personnel and the Carolina Panthers' Construction Management team to facilitate team meetings, project reviews, and various other activities to enhance integration, communication, and issue resolution.



P&P will coordinate the design activities from its Columbia and Charlotte offices. Operations from the Columbia office will allow quick delivery and responses of all design submittals to SCDOT headquarters. **The Charlotte office provides close coordination opportunity with many of our design subconsultants and key construction personnel from Crowder's home office, also located in Charlotte.** Our Charlotte office also provides quick access to the Project and, if needed, a convenient location to meet with third parties associated with the Carolina Panthers' development project. Design Coordination Meetings, including both design and construction personnel, will be held weekly to assure all design disciplines are communicating throughout the design phase. The meetings serve to provide continuous feedback regarding constructability and phasing issues, with immediate management direction provided. Other weekly meetings include safety, transportation management, schedule, and SCDOT coordination meetings.



Crowder and **P&P** will proactively ensure that all stakeholders and the traveling public are well-informed before and during construction, building upon our past project experience and working relationships with SCDOT and the FHWA. Avoidance of unnecessary impact to the surrounding community is a high priority. **We will work closely with District 4 staff and continuously monitor the Carolina Panthers' on-site development progress to ensure our design is coordinated and the appropriate tie-ins are accurate.**

3.4 EXPERIENCE OF KEY INDIVIDUALS

The experience and capabilities of our Team's key individuals can be seen in [Appendix A – Key Individual Resumes](#). All key individuals on our Team will have required licenses and certifications consistent with Sections 3.4.1 and 3.4.2 of the RFQ. The experience of our design and construction leaders exemplifies our ability to successfully deliver projects of similar size and complexity, within budget, on-time or ahead of schedule, and with no unresolved issues.

3.5 PAST PERFORMANCE OF THE TEAM

3.5.1 EXPERIENCE OF PROPOSER'S TEAM: Crowder has assembled an experienced and tenured project team to specifically meet SCDOT's design and construction expectations. The combination of team members, both construction and design, have worked together and successfully provided design and construction services for SCDOT on several projects (Exhibit 7). We are well-versed in the D-B delivery of major highway construction projects. Our Team has a history of successfully completing quality interchange and bridge projects that required expedited schedules, major MOT, and third party coordination with adjacent construction projects. See [Appendix B: Work History and Quality Form – Contractor/Designer](#) for a sample of our past projects.

EXHIBIT 7: Experience of Proposer's Team

PROJECT DESCRIPTION	TEAM MEMBER(S)	Design-Build	Structures	MOT	Asphalt Pavement	ROW Acquisition	Interstate	Utilities	Environmental
SCDOT Emergency D-B Package 3 (\$7.4M), Fairfield/Florence/Newberry Counties – 3 bridge replacements	CCC / P&P	X	X	X	X	X		X	X
SCDOT Emergency D-B Package 6 (\$5.8M), Richland County, SC – 3 bridge replacements	CCC / P&P	X	X		X	X		X	X
I-85 Widening & Reconstruction D-B (\$436M), Spartanburg/Cherokee Counties, SC – 21 miles of interstate (MM 78-98)	CCC / P&P / PDG / UCC	X	X	X		X	X	X	X
Rainbow & Leaphart Bridges over I-26, West Columbia, SC	CCC		X	X	X		X	X	X
US 78 & SC 7, Charleston County, SC	CCC		X	X	X			X	X
NCDOT I-85 Concrete Repairs, Mecklenburg County, NC	CCC			X			X	X	X
SC 9 / 49 (Jonesville Lockhart Hwy) Bridges over Broad River, Chester/Union Counties, SC	CCC		X	X	X			X	X
SC 85 Bridge Replacements (\$16.8M), Spartanburg County, SC – 2 bridges over S-995 (Buffington Rd.)/NSRR & S-2 (Howard St.)	P&P		X		X	X	X	X	X
I-540 Western Wake Freeway (\$446M), NC – 12 miles of new location interstate: concrete paving & interchange reconstruction	Staff of P&P / PDG	X	X	X			X	X	X
I-40/440 Reconstruction Project - Fortify (\$185M), NC – 12 miles of interstate; major MOT component & reconstruction of 6 interchanges	Staff of P&P	X	X	X	X	X	X	X	X

3.5.2 QUALITY OF PAST PERFORMANCE: Crowder has not been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity, nor are any such actions pending against the company within the last five years. See [Appendix C: Work History and Quality Form – Contractor/Designer](#) for further details.

APPENDIX A

Key Individual Resume Forms




SCDOT

BACK TO 3.4



KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title: John Tuschak, DBIA Operations Manager- Heavy Civil Division		
b. Role of Key Individual for this Project: Design-Build Project Manager		
c. Name of Firm with which you are now associated: Crowder Construction Company		
d. Years of Experience: With this Firm <u>3</u> Years With Other Firms <u>15</u> Years Crowder Construction Company: <i>Operations Manager for Heavy Civil Division – Direct oversight off all projects in the Division which predominantly operates in NC and SC. 12/2017- Present</i> Lane Construction Company: <i>Senior Estimator – Developed and lead multiple DB pursuits in NC and SC, including SCDOT DB I-85 phase I/II and Phase III. 7/2016- 12/2017</i> Kiewit Corporation: <i>Progressive responsibility as following in general chronological order: Field Engineer, Project Engineer, Project Superintendent, Field Superintendent, Estimator, General Superintendent, Project Manager, Design Integration Manager, and Project Sponsor (responsible for multiple projects). Kiewit Infrastructure South Co. 2002-2017</i>		
e. Education: <u>East Carolina University / Greenville, NC / B.S. / 2002 / Geology</u>		
f. Active Registrations: <u>DBIA - December 2018 - Certified Design-Build Professional</u>		
g. Document the extent and depth of your experience and qualifications relevant to the Project. Rainbow & Leaphart Drive Bridges over I-26, West Columbia, SC, SCDOT Key Personnel Role: <i>Operations Manager</i> Current/Other Firm: <i>Current; Crowder Construction Company</i> Project/Assignment Duration: <i>Project 7/2016-4/2019 / Assignment 12/2017-4/2019</i> Owner Contact Information: <i>SCDOT, Jeremy Yuhas, yujasjd@scdot.org, 803.360.7235</i> Construction Value: <i>\$17.4 million</i> Project Description: Leaphart bridge was originally planned to be an off-line replacement; however, a significant tractor-trailer truck strike required emergency demolition of portions of this bridge over I-26. The Rainbow bridge also spans I-26 and the demolition was systematic with minimal impact to traffic. The project is complete. Significant project work includes temporary interstate widening, MOT, construction over and around a busy interstate highway, and demolition over a temporarily detoured interstate at a time and in a duration least likely to interrupt traffic flow. John's key role was overall project management and high-level direction of the activities. John attends regularly scheduled meetings for all of his projects and works through the on-site managers to accomplish the project goals. Moose Road Design-Build Bridge over I-85, Mecklenburg County, SC Key Personnel Role: <i>Operations Manager</i> Current/Other Firm: <i>Current; Crowder Construction Company</i> Project/Assignment Duration: <i>Project 8/2015-4/2019 / Assignment 1/2018-9/2018</i> Owner Contact Information: <i>NCDOT, Michael Mariano, mamariano@ncdot.gov, 704-575-6398</i> Construction Value: <i>\$3 million</i> Project Description: Crowder was a dedicated subcontractor, specifically for the Moose Road reconstruction portion of the project. Tasks included demolition of the existing 2-lane, 3-span overpass and replacing with new 2-span structure to allow for expansion of I-85 including approach and drainage work. End bents are founded on H-pile, center bent is founded on drilled shafts, and superstructure consists of pre-stressed concrete girders with CIP concrete deck. John was involved with coordination of final construction plans and scope negotiations for Crowder's scope of work. He attended weekly progress meetings with the owner and prime contractor to help identify project risks and upcoming QA/QC requirements so the project could be completed on an aggressive schedule.		

KEY INDIVIDUAL RESUME FORM

SC 9 Bridge Replacements, Chester/Union Counties (Lockhart), SC

Key Personnel Role: *Operations Manager*
Current/Other Firm: *Current; Crowder Construction Company*
Project/Assignment Duration: *Project 4/2017-Near Complete / Assignment 12/2017-Ongoing*
Owner Contact Information: *SCDOT, Wes Spencer, spencerjw@scdot.org, 864.489.5760*
Construction Value: *\$21 million*

Project Description: Replacement of SC 9 bridges in Lockhart, includes new alignment bridges and roadway, four new bridges, a 750 LF bridge over the Broad River, 160 LF bridge over the Canal, 86 LF bridge over Canal Road, 100 LF bridge over Lockhart Drive, MSE walls, temporary roadway alignment, staged bridge construction, access in the Broad River, Rock Wall removal, temporary shoring, and temporary MOT fill. John oversaw the work activities and supervised the project by weekly walk-throughs and progress meetings. He monitored the schedule weekly and provided necessary resources to keep the project on schedule. During construction of the project, the on-site management was replaced without hindering the schedule or quality of the work due to John's successful Senior Project Management abilities.

CSXT Design-Build Arkendale to Powell Creek 3rd Track Widening, Quantico, VA

Key Personnel Role: *Project Sponsor*
Current/ Other Firm: *Other; Kiewit Corporation*
Project/Assignment Duration: *Project 2014-2017/ Assignment 2014-2016*
Owner Contact Information: *Fyiad Constantine, PE (currently W. VDRPT), Fyiad.Constantine@drpt.virginia.gov, 904.434.3339*
Construction Value: *\$42 million*

Project Description: John was implemented as the Project Manager at the insistence of CSXT during the project review, directly in charge of all aspects of the project. He was responsible for client management, contract management, scope and change order documentation and negotiations, and the Design and Build of the 3rd Track Project of a 3rd main along an existing double track corridor, while 50+ trains utilize the railway throughout the day. Project specifications include: 11 miles of clearing, drainage, grading, track bed, and track construction; 17 sheet pile retaining walls along the Potomac River, 3 inline bridges, and 1 overpass structure. Nearly 1/3 of the project is located within the Quantico Marine base. John effectively oversaw the Design Process, Quality Control, and all functions of the project; including, but not limited to, job safety, schedule, cash flow, invoicing, cost control, staffing, subcontracting, change order documentation, and management of design subconsultant and owner coordination.


Dulles Corridor Metro Rail Project/Silver Line Design-Build, VA

Key Personnel Role: *Design Integration Manager*
Current/ Other Firm: *Other; Kiewit Corporation*
Project/Assignment Duration: *Project 2013-2018/ Assignment 2013-2014*
Owner Contact Information: *Phil Sheridan, DBIA PE (w. Clark) Phil.Sheridan@clarkconstruction.com, 202.369.0912*
Construction Value: *\$1.2 billion*

Project Description: John collaborated with the Heavy Civil design engineers to manage the design and constructability of all roadways, drainage systems, project utilities, and track walls for the 11-mile, double track light-rail, planned to extend from Tysons Corner, VA, to the Dulles International Airport and beyond. Working daily with the Engineering team, the Owner's Representatives, Consultants and Permitting Agencies. Additional responsibilities included: Design Integration, Developing and Reviewing Relevant Specification, Design Constructability reviews, and assuring adherence to permits and interdisciplinary design coordination; managing design schedule, developing construction CPM, and eliminating design growth by tracking quantities and cost to stay within the estimated budget.

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. John is available for the duties of Project Manager as described for the project duration.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title:	Douglas Wayne Naumann II Senior Project Manager	
b. Role of Key Individual for this Project:	Design-Build Coordinator	
c. Name of Firm with which you are now associated:	Crowder Construction Company	
d. Years of Experience: With this Firm <u>2</u> Years With Other Firms <u>12</u> Years	Crowder Construction Company: Senior Project Manager – Responsible for successful contract delivery, 2018-Present Skanska USA Civil Southeast: Field Engineer to Area/General Superintendent – Entry level to Project Management team member on Heavy Civil Bid-Build / Design-Build projects, 2006-2018	
e. Education: UNC - Charlotte / Charlotte, NC / B.S. / 2006 / Civil Engineering (Structural)		
f. Active Registrations: N/A		
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p>Gateway Station, Charlotte, NC, NCDOT Rail</p> <p>Key Personnel Role: Senior Project Manager</p> <p>Current/Other Firm: Current; Crowder Construction Company</p> <p>Project/Assignment Duration: Project 7/2018-Ongoing / Assignment 7/2018-Present</p> <p>Owner Contact Information: NCDOT Rail, Eric Swanson, ekswanson@ncdot.gov, 919.707.4111</p> <p>Construction Value: \$48.6 million</p> <p>Project Description: The Bid-Build Gateway Station project located in uptown Charlotte adjacent to the Bank of America Stadium is spread out over $\frac{3}{4}$ of a mile. The project consists of eight elevated bridges, a 53,000 SF Amtrak train station elevated platform, 11 retaining walls, and 95,000 CY of select fill. The project also includes the replacement of a 24" gravity sewer and 12" water main adjacent to the Panthers Stadium. Since Crowders' work is between the Stadium and Panthers' practice facility, Doug interacts with the Panthers' organization and owner to ensure the players, coaches, media, and other staff members are safe as they traverse the project. Responsibilities primarily include construction of the elevated platform which has undergone several design changes where Doug works closely with the owner and designer to ensure constructability of the structure. MOT and management of pedestrian traffic on a high-profile project are required on a daily basis.</p> <p>I-4 Ultimate, SGL PPP Design-Build, Various Counties, FL, FDOT</p> <p>Key Personnel Role: Area / General Superintendent II</p> <p>Current/Other Firm: Other; Skanska USA Civil Southeast</p> <p>Project/Assignment Duration: Project 2/2015-11/2022 / Assignment 1/2017-9/2018</p> <p>Owner Contact Information: Volkert, Alan Dickson, alan.dickson@volkert.com, 407.453.0368</p> <p>Construction Value: \$2.54 billion</p> <p>Project Description: The design-build project includes 144 bridges, pedestrian bridges, and 21 miles of interstate widening through Orlando and surrounding cities. Doug's responsibilities were focused on area 4 in the construction of steel and concrete bridge superstructure installation and an arch suspension pedestrian bridge spanning I-4. Responsibilities also included MSE wall erection and excavations. Management included area project management, MOT, subcontracts, safety, scheduling, quality, and design and cost control.</p> <p>Bayonne Bridge Project SKK PPP Design-Build, Cape Charles, VA, New York New Jersey Port Authority</p> <p>Key Personnel Role: Area / General Superintendent II</p> <p>Current/Other Firm: Other; Skanska USA Civil Southeast</p> <p>Project/Assignment Duration: Project 5/2013-6/2019 / Assignment 10/2015-6/2016</p> <p>Owner Contact Information: New York, New Jersey Port Authority, Kyle Bastien, kyle.bastien08@gmail.com, 860.823.8882</p> <p>Construction Value: \$800+ million</p> <p>Project Description: This design-build project portion was located at a precast plant in Cape Charles called Bayshore Concrete Products. Precast entailed the fabrication of a precast segmental bridge. Responsibilities included supervision for casting substructure and superstructure segments, segment point and patch repair, barge loadout, and management of foreman, subcontractors, engineers, safety, scheduling, quality, and cost control.</p>	

KEY INDIVIDUAL RESUME FORM

Midtown Tunnel Project, SKW PPP Design-Build, Virginia Beach, VA, VDOT

Key Personnel Role: *Area / General Superintendent II*
Current/ Other Firm: *Other; Skanska USA Civil Southeast*
Project/Assignment Duration: *Project 4/2012-6/2018 / Assignment 4/2012-6/2015*
Owner Contact Information: *Elizabeth River Crossing, Jeffrey Mosher, jmosher@sugarcreekllc.us, 843.296.7796*
Construction Value: *\$1.5 billion*

Project Description: This design-build project consisted of tunnel fabrication elements in a dry dock in Baltimore, then floated down the Chesapeake Bay to Hampton Roads. Here they were prepped and then submerged to create a tunnel that went from Norfolk to Portsmouth, VA. The fabrication portion of the project was of 11 Elements, each 350' long and contained 6,500 CY of concrete for a total of 72,000 CY. After completion of the elements, Doud was transferred to Portsmouth to help finalize the Hwy 58 interchange at 264. This consisted of all elevated bridge work. Responsibilities included supervision of field engineers and foreman for formwork and all concrete placement, subcontract management, safety, scheduling, and cost control.

Indian River Inlet Bridge Design-Build, Rehoboth Beach, DE, DelDOT

Key Personnel Role: *Engineer / General Superintendent I*
Current/ Other Firm: *Other; Skanska USA Civil Southeast*
Project/Assignment Duration: *Project 10/2009-1/2012 / Assignment 10/2009-1/2011*
Owner Contact Information: *DelDOT, David Duke, David.duke@aecom.com, 302.332.5090*
Construction Value: *\$350 million*

Project Description: Construction on the project consisted of building a concrete cable stay bridge over the Indian River Inlet. The main span was 900' long with 450' back spans with four concrete pylons that were 260' tall. Decks in the transition piers were post tensioned and large mass concrete pours. Responsibilities included superintendent of pylon erection on the north side, and working with the foreman, field engineers, designers, cost, subcontractors, and schedule.

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. Doug is currently assigned to the Gateway project as Senior Project Manager. His main responsibilities include foundation and formwork for the elevated platform which includes over 300 H-pile and 7,000 CY of concrete. This work will be sufficiently complete in December 2020 to allow Doug to be 100% committed to the Panthers Interchange upon award of the project to Crowder.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
a. Name & Title:	Anthony Chad Rogers, PE Operations Manager/Senior Project Manager
b. Role of Key Individual for this Project:	Lead Design Engineer
c. Name of Firm with which you are now associated:	Parrish and Partners, LLC
d. Years of Experience: With this Firm <u>6</u> Years With Other Firms <u>15</u> Years	<p>Parrish and Partners, LLC: <i>Operations Manager/Senior Project Manager</i> - As Operations Manager, Chad is responsible for the management of major transportation projects with an emphasis on design-build. He has a multi-disciplined background in roadway and drainage design, and has served as Lead Design Engineer, Lead Roadway Engineer, and Lead Hydraulics Engineer on multiple design-build projects and design-build pursuits throughout the Carolinas. 2014-Present</p> <p>RS&H, Inc.: <i>Senior Project Manager</i> – Management of design-build projects. 2012-2014</p> <p>The LPA Group, Inc.: <i>Project Manager/Lead Design Engineer/Project Engineer</i> - Roadway and drainage design for design-build projects. 1999-2012</p>
e. Education:	UNC - Charlotte / Charlotte, NC / B.S.C.E. / 1998 / Civil Engineering
f. Active Registrations:	2012 / SC / Civil / 030079 2014 / VA / Civil / 0402053938 2003 / NC / Civil / 029442 2010 / NC / NCEES Certified
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p>I-85 Reconstruction & Widening, MM 77-98 (P027114) D-B, Spartanburg / Cherokee Counties, SCDOT</p> <p>Key Personnel Role: <i>Lead Design Engineer</i></p> <p>Current/Other Firm: <i>Current; Parrish & Partners, LLC</i></p> <p>Project/Assignment Duration: <i>Project 10/2016-6/2022; Assignment 10/2016-10/2017</i></p> <p>Owner Contact Information: <i>SCDOT, Brad Reynolds, ReynoldsBS@scdot.org, 803.737.1440</i></p> <p>Construction Value: <i>\$436 million</i></p> <p>Project Description: As Lead Design Engineer, Chad was responsible for overseeing all design activities for this 21-mile project, which consists of all work necessary to reconstruct I-85 from MM 77 to MM 80 and reconstruct and widen I-85 from four to six travel lanes from MM 80 to the south end of the I-85 bridge over the Broad River (MM 98). The project includes reconstruction of four interchanges, challenging MOT, extensive utility relocations, including in-contract water/sewer design, multiple bridge structures, right of way acquisition, environmental permitting, new ITS system, and coordination with two adjacent “in-construction” interstate projects.</p> <p>I-40 / 440 Reconstruction-Fortify (I-5311/I-5338) Design-Build, Raleigh, NCDOT</p> <p>Key Personnel Role: <i>Lead Design Engineer</i></p> <p>Current/Other Firm: <i>Other; RS&H</i></p> <p>Project/Assignment Duration: <i>Project 2012-2017; Assignment 2012-2014</i></p> <p>Owner Contact Information: <i>NCDOT, Rodger Rochelle, PE, rrochelle@ncdot.gov, 919.707.2900</i></p> <p>Construction Value: <i>\$180 million</i></p> <p>Project Description: As Lead Design Engineer, Chad was responsible for all aspects of design. The project included full reconstruction of approximately 12 miles of deteriorating asphalt pavement along the Raleigh Southern Beltline, I-40/440 (130K AADT, 2017). Additional project scope included roadway drainage system upgrade, reconstruction of six interchanges, new interstate signing, bridge widening and latex-modified concrete overlay performed on 14 bridge decks, environmental permitting, utility coordination, railroad coordination, ITS modifications, signalization, and in-contract utility design and construction for the City of Raleigh owned sanitary sewer line at the Hammond Road interchange. The D-B Team was also responsible for the traffic analysis, Interchange Modification Report, and design for the future Diverging Diamond Interchange at the South Saunders Street interchange (58K AADT, 2017).</p> <p>Western Wake Freeway (R-2635A, B, C1, C2) Design-Build, Wake County, NCDOT / NCTA</p> <p>Key Personnel Role: <i>Lead Roadway Engineer</i></p> <p>Current/Other Firm: <i>Other; The LPA Group, Inc.</i></p> <p>Project/Assignment Duration: <i>Project 2008-2012; Assignment 2008-2012</i></p> <p>Owner Contact Information: <i>NCDOT, Rodger Rochelle, PE, rrochelle@ncdot.gov, 919.707.2900</i></p> <p>Construction Value: <i>\$446 million</i></p>



KEY INDIVIDUAL RESUME FORM

Project Description: Lead Roadway Engineer responsible for the development of design, roadway production schedules, and overall Roadway RFC Plan delivery for 12 miles of interstate, including multiple interchanges and accommodations for open road toll facilities. Managed multiple design squads, including subconsultant squads, and served as the D-B Team point of contact for all matters related to Roadway Design. Also served as the Engineer of Record for roadway and hydrology for Section C1, which included three miles of interstate near Cary, including a new major interchange at US 64 (31K AADT, 2018) of a full clover leaf configuration with concrete barrier separated Collector Distributor roads. The project also required temporary design and construction of the interchange at Hwy 55 Bypass to accommodate future construction of the interchange and continuation of the freeway, while minimizing impacts to future traffic. The project is the first toll facility constructed in NC.

Complete NC 540 Section A (R-2721A) Design-Build, Wake County, NCDOT / NCTA

Key Personnel Role: *Lead Design Engineer (Pursuit Phase)*
Current/Other Firm: *Current; Parrish & Partners, LLC*
Project/Assignment Duration: *Pursuit 2018-2019; Assignment 2018-2019*
Owner Contact Information: *NCDOT, Rodger Rochelle, PE, rdrochelle@ncdot.gov, 919.707.2900*
Construction Value: *\$180 million*

Project Description: This section of the project will extend I-540 from Hwy 55 Bypass to US 401 near Apex. The facility is a six-lane median divided interstate and includes the construction of a new major interchange at Holly Springs Road (projected 38K AADT, 2040). ATCs for various interchange configurations were analyzed and designed during the pursuit, including a single-point urban, diverging diamond, and an innovative non-standard loop/flyover configuration. The project also included design and analysis of two miles of noise barrier walls, two overpass bridges, a pedestrian greenway culvert crossing, in-contract utility design, continued utility coordination, and an extensive MOT plan for the Holly Springs interchange. NCTA purchased all right of way, acquired the 404/401 permit, and started utility coordination for the project. The design team was responsible for the design and costs of any changes related to right of way, permitting, or utility redesigns.

I-85 Widening (I-3803A) Design-Build, Mecklenburg / Cabarrus Counties, NCDOT

Key Personnel Role: *Roadway & Hydraulics Engineer*
Current/Other Firm: *Other; The LPA Group, Inc.*
Project/Assignment Duration: *Project 2002-2005; Assignment 2002-2003*
Owner Contact Information: *NCDOT, Scott Allen, sallen@ncdot.gov, 704.983.4400*
Construction Value: *\$88 million*

Project Description: The project consisted of I-85 (180K AADT, 2018) reconstruction and widening (two to four lanes) the existing asphalt pavement to concrete pavement and included construction of a new flyover ramp at US 29/49. Three interchanges were reconstructed, and a new loop ramp was provided at University City Boulevard (36K AADT, 2018). Chad was responsible for drainage design and erosion control for the eight-mile interstate reconstruction. Design elements included closed system drainage design, ditch analysis and design, culvert analysis and design, and bridge hydraulic analysis/Bridge Survey Reports. Chad also provided roadway design for select interchange ramps and temporary alignments to accommodate multiple traffic control phases.

I-85 Widening, Phase III (P027116) Design-Build Pursuit, Cherokee County, SCDOT

Key Personnel Role: *Lead Design Engineer (Pursuit Phase)*
Current/Other Firm: *Current; Parrish & Partners, LLC*
Project/Assignment Duration: *Pursuit: 2017-2018; Assignment 2017-2018*
Owner Contact Information: *SCDOT, Brad Reynolds, ReynoldsBS@scdot.org, 803.737.1440*
Construction Value: *\$181 million*

Project Description: The project consisted of widening an eight-mile section of I-85 from MM 98 to MM 106. The project will widen I-85 from four to six lanes and reconstruct four interchanges at Exits 100, 102, 104, and 106, and replace the NSRR bridge over I-85. Chad was the Lead Design Engineer responsible for managing the development of the team's design, including alternate interchange designs, MOT phasing plans, and working closely with the utility coordinator, right of way agents, and permitting staff to develop the approach, cost, and schedule for project delivery.

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

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
a. Name & Title:	Troy Dean Faulkner Superintendent
b. Role of Key Individual for this Project:	Construction Manager
c. Name of Firm with which you are now associated:	Crowder Construction Company
d. Years of Experience: With this Firm <u>14</u> Years With Other Firms <u>17</u> Years	Crowder Construction Company: Foreman to Jobsite Superintendent – Responsible for crew/project oversight as assigned, 1994-1996, 2017-Present Archer Western: Assistant Superintendent – Responsible for crew/project oversight as assigned, 2005-2007 Jones Brothers: Foreman – Responsible for crew oversight as assigned, 1996-2005
e. Education:	N/A
f. Active Registrations:	N/A
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p>Rainbow & Leaphart Drive Bridges over I-26, West Columbia, SC, SCDOT</p> <p>Key Personnel Role: Project Superintendent</p> <p>Current/Other Firm: Current; Crowder Construction Company</p> <p>Project/Assignment Duration: Project 7/2016-4/2019 / Assignment 2016-12/2018</p> <p>Owner Contact Information: SCDOT, Jeremy Yuhas, yujasjd@scdot.org, 803.360.7235</p> <p>Construction Value: \$17.4 million</p> <p>Project Description: Leaphart bridge was originally planned to be an offline replacement; however, a significant tractor-trailer truck strike required emergency demolition of portions of this bridge over I-26. The Rainbow bridge also spans I-26 and the demolition was systematic with minimal impact to traffic. The project is complete. Significant work on this project includes MOT, construction over and around a busy interstate highway, and demolition over a temporarily detoured interstate at a time and in a duration least likely to interrupt traffic flow. Responsibilities included overall jobsite management, as well as contract compliance, safety, scheduling, quality, and coordination with the Project Manager.</p> <p>Greensboro Bypass, Greensboro, NC, NCDOT</p> <p>Key Personnel Role: Assistant Superintendent</p> <p>Current/Other Firm: Other; Archer Western</p> <p>Project/Assignment Duration: Project 2002-2010 / Assignment 2005-2007</p> <p>Owner Contact Information: Archer Western, Stan Lashley, slashley@flatironcorp.com, 336.362.1739</p> <p>Construction Value: \$119 million</p> <p>Project Description: This new construction project consisted of a much needed bypass around Greensboro at the intersections of I-85 and I-40 with 21 bridges on the project with ingress/egress to interstate at high traffic areas. Responsibilities included crew and subcontractor management for the substructure of seven bridges and crew, and subcontractor management for superstructure of ten bridges.</p> <p>US 15 Bridge over CSX Railroad, Sumter, SC, SCDOT</p> <p>Key Personnel Role: Structure Superintendent</p> <p>Current/Other Firm: Current; Crowder Construction Company</p> <p>Project/Assignment Duration: Project 10/2012-11/2014 / Assignment 10/2012-10-2013</p> <p>Owner Contact Information: SCDOT, David Rister, ristergd@dot.state.sc.us, 803.737.1490</p> <p>Construction Value: \$14 million</p> <p>Project Description: The Sumter project consisted of replacing an existing 897' x 56' concrete and steel girder bridge with a new, 4-lane, 856' structure with two large MSE wall abutments. The bridge spans two active roadways and active CSXT railroad tracks requiring flagger coordination. The project required full route detour and completion of complex demolition prior to new bridge activities. Construction included, 34 drilled shafts, and a combination of BT-72 and 60" continuous steel girders, 4,300 CY of concrete, 965 tons of reinforcing steel, and over 1,000 feet of roadway approach work requiring curb, gutter, and sidewalks.</p>



KEY INDIVIDUAL RESUME FORM

Emergency Bridge Replacement Package 3 Design-Build, Various Counties, SC, SCDOT

Key Personnel Role: *Project Superintendent*

Current/ Other Firm: *Current; Crowder Construction Company*

Project/Assignment Duration: *Project 3/2016-11/2016/ Assignment 2015-2016*


Owner Contact Information: *SCDOT, Drew McCaffery, McCaffreGA@scdot.org, 864.889.8004*

Construction Value: *\$7.4 million*

Project Description: This design-build project includes three bridges located in Fairfield, Florence, and Newberry Counties, SC. Bridges are constructed on steel and concrete pile foundation. Single and double span decks using cored slabs, type II and modified bulb tee beams. Also included embankment, excavation and asphalt paving to re-profile bridge tie-ins. Responsibilities included multi-site construction management, and contract compliance, safety, scheduling, quality, and coordination with Project Manager.

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. Troy is currently working on a Pennies for Progress project in Columbia at Greene Street. That project will wrap up around the time I-77 construction will begin. Crowder will make sure Troy is available 100% for this project and have no other responsibilities.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title:	Nathan Lee Nelson, PE/NC Construction Engineer	
b. Role of Key Individual for this Project:	Quality Control Manager	
c. Name of Firm with which you are now associated:	Parrish and Partners, LLC	
d. Years of Experience: With this Firm <u>3</u> Years With Other Firms <u>9</u> Years	<p>Parrish and Partners, LLC: <i>Construction Engineer</i> – Quality control management and inspection of SCDOT highway and bridge construction projects, 2017-Present</p> <p>Fluor Corporation: <i>Senior Quality Inspector Lead</i> – Quality Control management of QC team for testing and inspections, including both field and laboratory duties. Provided QC management for inspectors responsible for concrete sampling/testing and placement inspections, soil testing, grout sampling and inspection, and post placement concrete inspections. Also provided QC management for laboratory inspectors responsible for concrete compressive strength testing, aggregate sampling testing, soil testing, and rebar testing. Duties included review of testing/inspection reports, as well as scheduling inspectors to provide services and providing technical guidance. 2014-2017</p> <p>NCDOT: <i>Engineering Technician</i> - QC inspection of roadway and bridge projects. Inspection duties consisted of earthwork, foundations, concrete, asphalt, erosion control, and work zone inspections. Ensured that all workmanship and materials were in compliance with contract requirements. 2012 – 2014</p> <p>Marks Enterprises: <i>Engineering Technologist</i> – Field engineering, surveys, soil samples and classifications, storm water runoff analyses, erosion and sediment control, and materials testing on various construction projects. 2011-2012</p> <p>Batson Cook Company: <i>Project Engineer/Intern</i> – Construction engineering duties that included processing RFIs and construction submittals, reviewing shop drawings, and project coordination with engineer, architect, and subcontractors. 2005-2008</p>	
e. Education: UNC - Charlotte / Charlotte, NC / B.S.C.E.T. / 2009 / Civil Engineering Technology		
f. Active Registrations:	2019 / NC / Civil / 049417	
<p>g. Document the extent and depth of your experience and qualifications relevant to the Project.</p> <p>Nathan is a Construction Engineer with 12 years of extensive experience providing expertise in construction materials testing, inspections, and QC management. His primary experience is in heavy civil and highway projects including major interstate, interchange, and bridge construction. The broad scope of his management, inspection, and testing services include concrete and asphalt, erosion control, soils, grout, aggregate, pile driving, reinforcing steel, subgrade and density, paving, and drainage. He is adept at managing QC staff and self-performing inspection duties in a laboratory or in the field.</p> <p>SCDOT District 4 On-Call Inspections, Various Counties, SC, SCDOT</p> <p>Key Personnel Role: <i>Chief Inspector</i></p> <p>Current/Other Firm: <i>Current; Parrish & Partners, LLC</i></p> <p>Project/Assignment Duration: <i>Project 2002-Ongoing; Assignment 2/2020-Present</i></p> <p>Owner Contact Information: <i>SCDOT, Ken Wilson, wilsonka@scdot.org, 803.286.4607</i></p> <p>Construction Value: <i>Varies</i></p> <p>Project Description:</p> <ul style="list-style-type: none"> • US 29 Bridge Replacement over Norfolk Southern Railroad, Cherokee and Spartanburg Counties, SC: Chief Inspector. The project consisted of a new 274' continuous slab bridge replacement over the Norfolk Southern railroad on US 29. Tasks included foundations inspection, concrete testing and sampling, earthwork testing and sampling, erosion control inspections, asphalt inspections, work zone and traffic control inspections, and entering quantities and daily work reports into Site Manager. (<i>Wes Spencer, spencerjw@scdot.org, 864.489.5760</i>) • SC 160 Widening in Indian Land, Lancaster County, SC: Chief Inspector. The project consisted of widening an existing two-lane road to four lanes with painted median. Tasks included sampling and testing concrete, measuring pay quantities, work zone inspections, wage regulation reports, daily work reports, drainage inspections, density testing, and survey verifications. (<i>Ken Wilson, wilsonka@scdot.org, 803.286.4607</i>) 		

KEY INDIVIDUAL RESUME FORM

SCDOT District 5 On-Call Inspections, Various Counties, SC, SCDOT

Key Personnel Role: *Chief Inspector / Senior Inspector*
Current/Other Firm: *Current; Parrish & Partners, LLC*
Project/Assignment Duration: *Project 2017-2020; Assignment 2/2020-Present*
Owner Contact Information: *SCDOT, Thomas Bostic, bosticta@scdot.org, 843.317.4001*
Construction Value: *Varies*

Project Description:

- Design-Build - Lester Road Bridge Replacements over Little Pee Dee River and Little Pee Dee Swamp, Dillon, SC: Chief Inspector. The project consisted of the replacement of two bridges with cored slab bridges. Tasks included foundations inspection, concrete testing and sampling, earthwork testing and sampling, erosion control inspections, asphalt inspections, work zone and traffic control inspections, and entering quantities and daily work reports into Site Manager. In addition, this job required coordination with the Contractor's QC Manager and QC personnel in ensuring workmanship and materials met contract requirements. (Thomas Bostic, bosticta@scdot.org, 843.317.4001)
- I-95 Northbound Bridge over Great Pee Dee River, Florence and Dillon Counties, SC: Senior Inspector. The project consisted of bridge deck rehabilitation, including milling the existing bridge deck and hydro blasting the deck, and pouring a new latex concrete overlay for the entire length (3,020'). Tasks included sample/testing latex concrete, measuring pay quantities, work zone inspections, wage regulation reports, stage type interviews, and daily work reports. (Thomas Bostic, bosticta@scdot.org, 843.317.4001)
- I-20 Preservation Project, Darlington and Lee Counties, SC: Senior Inspector. The project consisted of resurfacing the existing ramps and interstate highway from approximately MM 121 to MM 136, which encompassed 27.3 contract miles between east and westbound lanes. The main line asphalt consisted of open-graded friction course (OGFC). Tasks included measuring pay quantities and loading into Site Manager, completing forms (400.04) for paving operations, completing work zone inspections and wage regulation reports, and performing pavement markings, milling in rumble strips, and guardrail inspections and quantities. (Ken Hayes, hayeskl@scdot.org, 843.395.1674)

I-74 New Construction, NCDOT, Randleman, NC

Key Personnel Role: *Engineering Technician*
Current/Other Firm: *Other; NCDOT*
Project/Assignment Duration: *Project 2009-2013; Assignment 7/2012-12/2012*
Owner Contact Information: *NCDOT, John Partin, jpartin@ncdot.gov, 336.847.1226*
Construction Value: *\$99 million*

Project Description: US 311 Bypass (Future I-74) from north of SR-1929 (Spencer Road) to US 220. Tasks included concrete testing, weekly erosion control, asphalt, final grade checks for subgrade, and drainage, as well as wage regulation reports and completion of monthly pay estimates.

Certifications:

- Certified Erosion Prevention & Sediment Control Inspector (CEPSCI)
- SCDOT Foundations
- SCDOT Earthwork / Nuclear Gauge Technician
- SCDOT Asphalt Roadway Technician
- SCDOT Concrete Level I & II
- HazMat Nuclear Gauge Training
- ACI Concrete Field Technician Grade
- Advanced Work Zone Traffic Control

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. SCDOT Construction Engineering and Inspection On-Call (District 4 Current Assignment) - Chief Inspector – Re-assignment to QC Manager role upon construction implementation of Panthers Interchange.

APPENDIX B

Work History and Quality Form - Contractor/Designer (Section 3.5.1)




SCDOT


BACK TO 3.5




WORK HISTORY AND QUALITY FORM – CONTRACTOR
Crowder Construction Company

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 A’s or B’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 A or B (in thousands)
Name: SC File 3283411 Lexington - Rainbow & Leaphart Bridges over I-26 Location: West Columbia, SC	Name: Bid-Build Contract Delivery: Crowder Construction Company	Name of Owner: SCDOT Project Manager: Jeremy Yuhas, PE Phone: (803) 360-7235 Email: YuhasJD@SCDOT.org	Construction: 4/2019	\$19,852	\$8,426
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, 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 B was the lead designer or a sub-consultant.					
<p>The project consisted of construction of the replacement bridges and approaches on Rainbow Road and Leaphart Road to widen shoulders and raise the structures to provide additional clearance under the bridge over I-26 in West Columbia. Since both bridges were built in the 1950s and are too low for new interstate standards, both have been hit multiple times. Work involved demolition and new bridge construction along with 125,000 CY of embankment to be placed for new approaches and relocation of frontage roads. To gain access to the center bents of each structure, temporary widening was constructed along I-26 and traffic shifted to the outside to allow access to the median where nightly lane closures allowed construction to be performed. The Rainbow Road bridge was completely shut down for the new construction. The original plan was to maintain traffic on the Leaphart Avenue bridge and build the new bridge in phases with a new alignment; however, a significant strike by a tractor trailer truck required emergency demolition which was completed during a night shut-down with traffic back on the interstate in less than four hours. The project included drilled shafts, driven pile, temporary shoring, spread footers, concrete girders, precast box culvert, MSE walls, two bridge structures and approaches, signalization, cross slope corrections, and heavy volume interstate traffic control.</p> <p><i>Key Team Member Role in this Project: John Tuschak, DBIA, Operations Manager; Troy Faulkner Construction Manager / Project Superintendent</i></p>					<div><div>Relevance to I-77 Panther Interchange</div><ul style="list-style-type: none">• Key Team Members on both projects• Interstate/Interchange Reconstruction• Significant Utility Relocation and coordination• Significant Stakeholder coordination• MSE Retaining Walls (self-performed)• Challenging MOT on the interstate• Signalization on frontage roads</div>
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>This project is on one of the most congested areas of I-26 in South Carolina. Crowder partnered with SCDOT to complete the systematic demolition of the Rainbow bridge and in-depth planning of the emergency demolition of the Leaphart bridge. Crowder worked with the utility companies to make several relocations to keep work advancing. Many of the key construction team members and field construction staff proposed for the I-77 Panther Interchange served in the same roles on this project. This project was completed on time and near budget. The budget overruns were primarily associated with the emergency demolition.</p>					
i. Quality Initiatives. Discuss A’s or B’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>This project was completed with the highest quality. Weekly meetings between Crowder, SCDOT, and major subcontractors serve as a means to collaborate on the project and address issues to minimize negative affects to the project.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
<p>All answers to the questions in Section 3.5.2 are “No” for this project.</p>					

WORK HISTORY AND QUALITY FORM – CONTRACTOR
Crowder Construction Company

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 A’s or B’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 A or B (in thousands)
Name: SC File 10.037901AR1 – US 78 & SC 7 Location: North Charleston, SC	Name: Bid-Build Contract Delivery: Crowder Construction Company	Name of Owner: SCDOT Project Manager: M. Kevin Turner Phone: (843) 740-1665 Email: TurnerMK@scdot.org	Construction: 9/2016	\$34,424	\$20,000
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, 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 B was the lead designer or a sub-consultant.					
<p>The project included two bridge replacements - one located at US 78 at Rivers Avenue, the other at SC 7 at Cosgrove Avenue in North Charleston. The US 78 bridge is 1,200 feet long by 44 feet wide with curved structural steel with integral bents. It contains 13 drilled shafts, two of which are 175 feet deep, as well as 36-inch diameter stone columns at each approach and 24-inch pipe pile at each end bent. The new bridge was constructed to span over five future tracks going into the Charleston Port. The SC 7 bridge is 860 feet long by 72 feet wide and contains 20 drilled shafts, all 100 feet deep. It also includes 42-inch diameter stone columns at each approach, along with earthquake drains, as well as HP14x73 pile at each end bent. The SC 7 bridge was constructed over Meeting Street, existing CSX and Norfolk Southern railroad tracks, and through the middle of an active concrete plant. The new bridge was constructed in two phases to keep Cosgrove Avenue operational during the replacement. This was a high-profile project with critical MOT and congested work areas, which Crowder planned and executed with all stakeholders to ensure a successful project. Of the many challenges on this project, the schedule and coordination with third party stakeholders were key areas that Crowder excelled. The project was advertised as an A+B project by SCDOT with a maximum time of 550 days for US 78 and 910 days for SC 7. Crowder bid 425 days for US 78 and 700 days for SC 7. Crowder recognized that the faster the project could be completed, the better for the neighbors, traveling public, and SCDOT. We spent many hours planning the work and assigned the necessary resources to the project to deliver SCDOT a quality project in the timeframe that we bid without any liquidated damages. Between the two sites, Crowder cut 335 calendar days off the time allowed by SCDOT for construction.</p> <p><i>Key Team Member Role in this project: Parrish Executive Committee staff designed the SC 7 project while Crowder Executive Committee members actively managed the construction.</i></p>					<div>Relevance to I-77 Panther Interchange<ul style="list-style-type: none">Aggressive ScheduleMSE retaining wallsMOT on SC7 bridge staged construction using temporary precast concrete barrierSignificant Utility relocations at both sitesExtensive end bent pile driving at both sitesMass concreteStakeholder coordination-railroad/concrete plantSignalization</div> 
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
This project had many obstacles to overcome. Each bridge had travelling public, active rail lines, and close proximity to homes and businesses. Crowder bid the project as an A+B project and completed it without any liquidated damages. Crowder finished this 3-year project with a final contract amount less than originally bid without any claims, dispute proceedings, litigation, or arbitration.					
i. Quality Initiatives. Discuss A’s or B’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.					
This was a very complex project with an aggressive schedule involving work around many obstacles. From the beginning, a CPM schedule was created, maintained, and adhered to throughout the project. Through partnering with all stakeholders, we were able complete the project on time, avoid claims, and under budget.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
All answers to the questions in Section 3.5.2 are “No” for this project.					

WORK HISTORY AND QUALITY FORM – CONTRACTOR
Crowder Construction Company

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 A’s or B’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 A or B (in thousands)
Name: NCDOT I-85 Design-Build Widening Location: Rowan County, NC	Name: Lead Contractor: Blythe Construction Subcontractor: Crowder Construction Company (Moose Road Overpass Replacement & Approach Portion over I-85 near Kannapolis, NC)	Name of Owner: NCDOT Project Manager: Michael Mariano (Resident Engineer) Phone: (704) 575-6398 Email: mamariano@ncdot.gov	Construction: 11/2018	\$2,800 (Moose Road portion only)	\$1,515
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, 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 B was the lead designer or a sub-consultant.					
<p>The I-85 Design-Build Widening project in Rowan County widened the four-lane Interstate Highway to an eight-lane facility. This warranted replacement of the Moose Road bridge over I-85. Crowder was a dedicated subcontractor to Blythe Construction for the complete scope of the Moose Road reconstruction. Blythe self-performed paving on the approaches. Crowder’s work involved the construction of a new two-span, 227’-8" long structure with 63" modified bulb-tee prestressed concrete girders and a poured in-place deck on Moose Road over I-85. Crowder’s scope also included raising the approach fills, MSE wall installation, and construction of new storm drainage. The bridge involved driven pile foundations under end bents and drilled shaft foundations under a center pier. To construct the center median bent and the MSE walls, both NBL and SBL had to be shifted a couple of times along with nightly lane closures. The project also involved the complete demolition of an existing four-span structure over I-85 adjacent to the Kannapolis Intimidators baseball stadium. Crowder worked cooperatively with Blythe to construct the bridge in conjunction with the overall project’s MOT plans and interstate widening work. Several businesses were directly impacted by the construction of the approaches and Crowder worked cooperatively with owners to make sure ingress and egress to their businesses were maintained. Crowder completed the actual demolition and reconstruction on an aggressive 9-month schedule without any liquidated damages.</p> <p><i>Key Team Member Role in this project: John Tuschak was in charge of Operations on the project and lead weekly coordination meetings.</i></p>					<div>Relevance to I-77 Panther Interchange</div> <ul style="list-style-type: none">Design-Build ProjectAggressive ScheduleBridge construction over high ADT interstateMSE retaining wallsCoordination with stakeholdersAdjacent project coordination 
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>This project was completed on time with an aggressive schedule. Crowder encountered work outside contract scope, such as incorrect plan grades, additional storm drain, and erosion control items. Given the aggressive schedule, Crowder notified the Prime Contractor, documented changes, and continued with construction. This allowed the project to stay on schedule and work out the additional costs through a partnership with the prime at a later date.</p>					
i. Quality Initiatives. Discuss A’s or B’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.					
Crowder was one of several bridge subcontractors working for Blythe on this project. There were several comments made by NCDOT that the quality of our work was exceptional in comparison.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
All answers to the questions in Section 3.5.2 are “No” for this project.					

WORK HISTORY AND QUALITY FORM – DESIGNER
Parrish and Partners, LLC

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 A’s or B’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 A or B (in thousands)
Name: I-85 Widening & Reconstruction, MM 78-98 (Phase I/II), Design-Build Location: Cherokee County, SC	Name: Lead Contractor: Blythe/Zachry Joint Venture Lead Designer: Parrish and Partners, LLC	Name of Owner: SCDOT Project Manager: Brad Reynolds Phone: (803) 737-1440 Email: ReynoldsBS@scdot.org	Professional Services: 10/2017 Construction: 05/2021 (est.)	\$436,000	\$25,000
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, 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 B was the lead designer or a sub-consultant.					
<p>Parrish & Partners, LLC is serving as the lead design engineering firm for the reconstruction and widening of 21 miles of I-85. As the Lead Engineering firm, Parrish & Partners is responsible for overall project management, roadway design, structure design, drainage and erosion control design, public involvement, railroad coordination, and environmental permitting support. The project will reconstruct the existing asphalt pavement to Portland Cement Concrete (PCC), increase capacity, and reconstruct interchanges and overpass bridges to meet state and federal design requirements. SCDOT intends to reconstruct the existing six lanes and auxiliary lanes from the pavement joint near MM 76 to MM 80, then widen I-85 from four to six lanes beginning at MM 80 in Spartanburg County and ending at the Broad River Bridge, 1.5 miles north of Exit 96 – Shelby Highway (SC 18) in Cherokee County. Along the 21-mile project area, interchanges at Exit 83 – Battleground Road (SC 110), Exit 87 – Green River Road (S-39), Exit 95 – Pleasant School Road (S-82), and Exit 96 – Shelby Highway (SC 18) will be fully reconstructed to bring into compliance with state and federal design requirements. The overpass bridges at CSX RR crossing and at Sunny Slope Drive (S-131) will be replaced to provide greater horizontal and vertical clearance to meet current design standards and allow for future expansion. The project will also increase safety by providing a concrete barrier wall between the interstate and 12 miles of parallel frontage roads. Other project improvements include new closed-system storm drainage networks, new overhead signing, and full coverage ITS networks. The D-B team’s proposed design exhibits a high level of commitment to minimize property and environmental impacts and provides a safe environment for motorists during construction. <i>Design Office Locations: Columbia, SC, Charleston, SC, and Charlotte, NC / Key Individuals: Chad Rogers, PE, Lead Design Engineer (2016-2017); John Tuschak, CSX RR Superintendent (2016-2021)</i></p>					Relevance to I-77 Panther Interchange
					<ul style="list-style-type: none">• Key Design Team Members on both projects• Design-Build• Interstate & Interchange Reconstruction / Design• Challenging MOT on the interstate and interchanges• Bridge / Retaining Walls Construction & Design• Environmental Permitting• Extensive Utility Conflicts and Coordination• Compressed Design Schedule• Stakeholder Coordination / Public Involvement• Adjacent Project Coordination
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Approved RFC plans for the project were delivered to the contractor on, and in some cases ahead, of the agreed upon schedule. All design services were performed under budget. Weekly coordination meetings and separate Task Force meetings occur between design and construction teams. These meetings as well as strict compliance with the Design Quality Management Plan (DQMP) assures schedules are met which coincides with successful budget performance.					
i. Quality Initiatives. Discuss A’s or B’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.					
Parrish & Partners’ established a DQMP, which detailed the procedures and processes for the entire design team, set the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. The DQMP also sets the QA/QC structure for the team and requires each firm to designate separate QA and QC review personnel. The design and construction team meet weekly to discuss the project, schedule, and design approaches; all design submittals are reviewed and approved by the contractor prior to submittal to SCDOT so there are no surprises to the contractor once construction starts.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below. APPENDIX C					
Contractor (claimant) alleges the quantity of drainage has resulted in increased costs (damages) to claimant. Respondents (Parrish and Partners and select subconsultants) vigorously deny the allegations. Respondents insurance carriers has acknowledged coverage and is participating in defense of the claim. Arbitration is scheduled for April 2021. All parties are continuing to work together professionally and no conflicts to day-to-day operations has occurred.					

WORK HISTORY AND QUALITY FORM – DESIGNER
Parrish and Partners, LLC

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 A’s or B’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 A or B (in thousands)
Name: I-40/440 Reconstruction Project – Fortify, Design-Build Location: Raleigh, NC	Name: Lead Contractor: Granite Construction Company	Name of Owner: NCDOT Project Manager: Rodger Rochelle, PE Phone: (919) 707-2900 Email: rdrochelle@ncdot.gov	Professional Services: 12/2014 Construction: 08/2017	\$185,000	\$9,800
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, 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 B was the lead designer or a sub-consultant.					
The project included full reconstruction of approximately 12 miles of deteriorating pavement (Alkali Silica Reaction) along the Raleigh Southern Beltline, I-40/440 (130K AADT, 2017), while maintaining three travel lanes along I-40 for the duration of construction. To maintain the number of travel lanes, extensive temporary widening was required, including the widening of ten existing interstate bridges and temporary reconfiguration of two heavily congested interchanges. Bridge widening was performed to accommodate future build-out conditions and save on future widening costs. The D-B Team was also responsible for the traffic analysis and Interchange Modification Report for a future Diverging Diamond Interchange at South Saunders Street interchange (58K AADT, 2017). The project was under an extremely fast schedule and required a strict design QA/QC Plan, along with close coordination with NCDOT design and construction units to achieve timely RFC approvals. Additional project scope included a complete roadway drainage system upgrade, reconstruction of six interchanges , interstate signing, pavement markings, latex-modified concrete overlay performed on 14 bridge decks, environmental permitting, utility coordination, railroad coordination, ITS modifications, and signalization. <i>Design Office Locations: Charlotte, NC; Raleigh, NC; Richmond, VA; Atlanta, GA; Chicago, IL / Key Individual: (individual experience with another firm) Chad Rogers, PE, Lead Design Engineer (2012-2014); PDG, Maintenance of Traffic (2012-2014)</i>					Relevance to I-77 Panther Interchange Project
					<ul style="list-style-type: none">• Key Design Team Members• Design-Build• Interstate & Interchange Reconstruction / Design• MOT at Interchange to Interchange Junction• MOT at Major Interchanges (South Saunders Street & Hammond Road)• Bridge / Retaining Walls Construction & Design• Compressed Design Schedule• Environmental Permitting• Utility Conflicts and Coordination• Extensive Stakeholder Coordination / Public Involvement
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
The project design was completed on time and within budget. Dispute proceedings occurred between Granite Construction and the prime engineering firm regarding the concrete median barrier type. The dispute was handled internally between the contractor and prime engineer and did not involve NCDOT. To our knowledge, NCDOT was not aware of any contract dispute proceedings. The dispute provided a lessons learned opportunity to all team members involved and helped enhance the overall D-B approach for future projects. The working relationship of the team continues to be strong, and many of these individual partner on D-B projects today.					
i. Quality Initiatives. Discuss A’s or B’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.					
Members of Parrish & Partners established a Design Quality Management Plan which detailed the procedures and processes for the entire design team. The plan set the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. This process has been used and adjusted through lessons learned on numerous design projects. The primary goal of the plan is to keep a large design team organized so that cost control, schedule management, and claim avoidances are achievable. The plan is also designed to keep the team fully engaged and working towards a common goal, so that innovations, largely associated with the D-B process, can be fully realized. Communication within the team is critical to fully understanding the project, recognizing potential innovations, and implementing these innovative ideas within the requirements of the contract.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
<p>(5) Final disposition of any claims filed for errors or omissions on the Lead Designer? Claim filed by contractor against the prime engineer was settled as a 60-40 split for the contractor. This claim was not filed against Parrish & Partners; the claim is being disclosed since the project is being listed as a Work History project and includes a member of the lead design firm for the proposed Project.</p> <p>(6) Any legal proceedings filed against the Lead Contractor by the Lead Designer or vice versa on a design-build contract. Dispute proceedings, as defined in the Contractor/Prime Engineer contract, were filed against the prime engineering firm by the Contractor.</p>					

WORK HISTORY AND QUALITY FORM – DESIGNER
CDM Smith Inc.

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 A’s or B’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 A or B (in thousands)
Name: SCDOT I-26 at Volvo Interchange Design-Build Location: Ridgeville, SC	Name: Lead Designer: JMT Subconsultant: CDM Smith Inc.	Name of Owner: SCDOT Project Manager: Jae Mattox, PE, DBIA, CFM Phone: (803) 737-1805 Email: mattoxjh@scdot.org	Professional Services: 02/2017 Construction: 12/2019	\$41 million	\$291,366
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, 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 B was the lead designer or a sub-consultant.					
<p>In order to provide direct access to a new Volvo manufacturing facility, SCDOT constructed a new three-leg directional interchange along I-26 in Berkeley County. The interchange provides access from I-26 to the new Volvo Cars Drive, which leads to Camp Hall Commerce Park and the Volvo manufacturing facility. The new interchange is located along I-26 at approximate MM 189, approximately two miles east of SC 27/Ridgeville Road (Exit 187) and approximately five miles west of Jedburg Road (Exit 194). The interchange includes both at-grade and flyover ramps. This project was delivered through design-build contracting. As a subconsultant to the lead designer, CDM Smith provided traffic management and traffic control design, along with drainage and erosion control design. <i>Design Office Location: Columbia, SC / Key Individuals: Mark Lester, PE, PMP, CDM Smith Principal and Project Manager; Chris Kirby, PE, PMP, MOT; Wayne Coley, Drainage.</i></p> <p>AWARDS</p> <p>American Council of Engineering Companies (ACEC) South Carolina: 2020 Engineering Excellence Award</p> <p>American Society of Civil Engineers (ASCE) South Carolina: Section 2020 Project of the Year</p> <p>Design-Build Institute of America (DBIA): Award of Merit and Finalist for Best in Process Award</p>					<div>Relevance to I-77 Panther Interchange<ul style="list-style-type: none">New Design-Build Interchange over InterstateComplex MOTSimilar Team MembersCompressed Design and Construction ScheduleCoordination with adjacent/overlapping projectSCDOT acquiring Right of Way</div> 
h. Self-Assessment. The information provided in this section should be a self-assessment of A’s or B’s performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
The project design was completed on time and within budget. There were no delays, claims, dispute proceedings, litigation, or arbitration associated with the project. Members of CDM Smith developed a detailed process to help assure project schedules were maintained and/or expedited. Communication and coordination with all design leads and subconsultants were established to monitor schedule progress, quality control, and contract compliance.					
i. Quality Initiatives. Discuss A’s or B’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.					
Every project prepared by CDM Smith is guided by the firm’s Quality Management Process (QMP) Manual. The QMP focuses on a combination of making sure the right things are being done (QC) and the correct process is being used to do them through a combination of checks, independent reviews, and audits. This manual is guided by more than 70 years of experience in proven techniques from project management and QA/QC. Our team has performed successfully on SCDOT projects as both the owner’s representative and contractor’s engineer-of-record, enabling us to successfully navigate project challenges, mitigate potential risks early, and avoid schedule delays. This project received accolades from ACEC SC, ASCE SC, as well as Finalist for Best in Process Award/Award of Merit from the Design-Build Institute of America.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, A or B shall provide a detailed explanation below.					
For each question in Section 3.5.2, CDM Smith Inc. can answer “no” to each relevant question.					

APPENDIX C

Work History and Quality Form - Contractor/Designer (Section 3.5.2)



SCDOT

BACK TO 3.5



APPENDIX C – WORK HISTORY AND QUALITY FORM - CONTRACTOR / DESIGNER

3.5.2 QUALITY OF PAST PERFORMANCE

Has the Lead Contractor or any member of the joint venture been declared delinquent or placed in default on any Project?	<i>No</i>
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.	<i>No</i>
Have any projects been delayed more than 30 days such that liquidated damages were assessed?	<i>No</i>
Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	<i>No</i>
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?	<i>No</i>
Has an owner, a Lead Contractor, or any member of a joint venture pursued compensation from the Lead Designer due to errors and omissions?	<i>No</i>
Has the Lead Designer filed legal proceedings against the Lead Contractor, or vice versa, on a design-build contract?	<i>Yes</i> <i>(see Appendix B)</i>

APPENDIX D

Legal and Financial



SCDOT



CROWDER CONSTRUCTION COMPANY

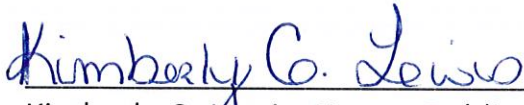
PROPOSER'S AFFIDAVIT OF FINANCIAL CAPACITY

Crowder Construction Company has the financial capacity and resources necessary to complete the INTERSTATE 77 PANTHER INTERCHANGE, Design-Build Project ID P038652, YORK COUNTY as proposed herein. A letter from our bonding company attesting to our good standing and bonding capacity is attached.

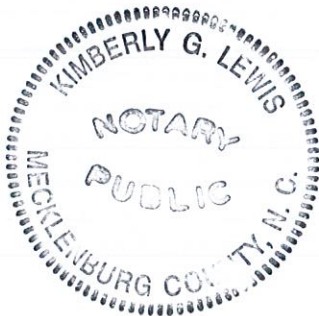

George F. Ellis, Vice President

August 21, 2020

Subscribed and witnessed before me this 21st day of August 2020.


Kimberly G. Lewis, Notary Public

My Commission Expires February 13, 2022





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

August 7, 2020

Ms. Carmen Wright
Office of Professional Services Contracting
SC Department of Transportation
955 Park Street, Room 128
Columbia, SC 29201

RE: Our Client: Crowder Construction Company
Project: Interstate 77 Panther Interchange Design-Build Project ID P038652 York County

Dear Ms. Wright:

Liberty Mutual Insurance Company has met the bonding needs of Crowder Construction Company since 1996. Crowder has a single bonding capacity of \$200,000,000 and their aggregate bonding capacity is \$600,000,000. They have an unutilized bonding capacity of \$200 million.

Based on Crowder Construction Company's prior experience and based on present circumstances and bonding capacity, Liberty Mutual Insurance Company will be willing to provide bid, performance and payment bonds on requested projects Crowder Construction Company undertake.

Subject to the normal underwriting considerations, including, but not limited to current financial information, final contract terms, conditions and construction financing, we would be most willing to work with them on the 100% Performance and Payment Bond requirement, in the event that they are awarded a contract and enter into a contract which is satisfactory to all parties. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

Liberty Mutual Insurance Company is on the U.S. Department of Treasury's Listing of Approved Sureties (Department Circular 570) Holding Certificates of Authority as Acceptable Sureties on Federal Bonds and as Acceptable Reinsuring Companies, carries an A.M. Best Rating of A (Excellent) with a Financial Size Category of XV (\$2 Billion or greater), and is licensed to act as surety in all fifty states.

If I may provide any additional information, please don't hesitate to let me know.

Sincerely,

Liberty Mutual Insurance Company

Jennifer C. Hoehn
Attorney-In-Fact





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

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

Certificate No: 8202325-969489

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Donna K. Ashley; Jacqueline Hampton; Jennifer C. Hoehn; John D. Leak, III; J. David Pollack, Jr.; William J. Quinn; Angela D. Ramsey; G. Timothy Wilkerson all of the city of Charlotte, state of NC each individually if there be more than one named, its true and lawful attorney-in-fact, with full power and authority hereby conferred to sign, execute and acknowledge the above-referenced surety bond.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 10th day of October, 2019.

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



By: David M. Carey

David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 10th day of October, 2019, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Teresa Pastella, Notary Public
Upper Merion Twp., Montgomery County
My Commission Expires March 28, 2021
Member, Pennsylvania Association of Notaries

By: Teresa Pastella

Teresa Pastella, Notary Public

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

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

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

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 7th day of August 2020



By: Renee C. Llewellyn

Renee C. Llewellyn, Assistant Secretary

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

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00am and 4:30pm EST on any business day.



Columbia, South Carolina

**SOUTH CAROLINA DEPARTMENT
OF
TRANSPORTATION**

PRIME CONTRACTOR

PREQUALIFICATION CERTIFICATE

This Certifies that your company has complied with the rules and regulations of the Department and the State of South Carolina, and subject to the rules and regulations for a prime contractor, is declared eligible to submit a bid and be awarded any construction contract issued by the Department, subject to obtaining proper bonds and insurance acceptable to the Department and complying with all other statutory and contract requirements.

ALL BIDS SUBMITTED TO THE DEPARTMENT MUST BE IN THE NAME AS SHOWN BELOW.

CROWDER CONSTRUCTION COMPANY

Vendor ID: 1CR007

Issued : May 25, 2020

Expires: May 31, 2021

Approved By:

A handwritten signature in black ink, appearing to read "Chris Corley", is written over a horizontal line. Below the line, the title "Prequalification Coordinator" is printed in a bold, black, sans-serif font.

Prequalification Coordinator

APPENDIX E

Organizational Conflict of Interest



SCDOT



DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

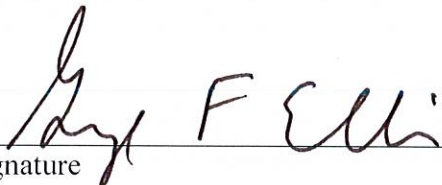
 X Determined that no potential organizational conflict of interest exists.

 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):


Signature

August 21, 2020
Date

George F. Ellis
Print Name

Crowder Construction Company
Company

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

Name

Phone

Company

APPENDIX F

Confidential or Proprietary Information Summary List



SCDOT

APPENDIX F – CONFIDENTIAL OR PROPRIETARY INFORMATION SUMMARY LIST

Crowder does not consider any information within this SOQ to be confidential or proprietary.

APPENDIX G

Addendum Receipt Form(s)



SCDOT



South Carolina
Department of Transportation

NOTICE OF RECEIPT
Interstate 77 Panther Interchange
Design-Build – Project ID P038652
York 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

August 21, 2020

Date

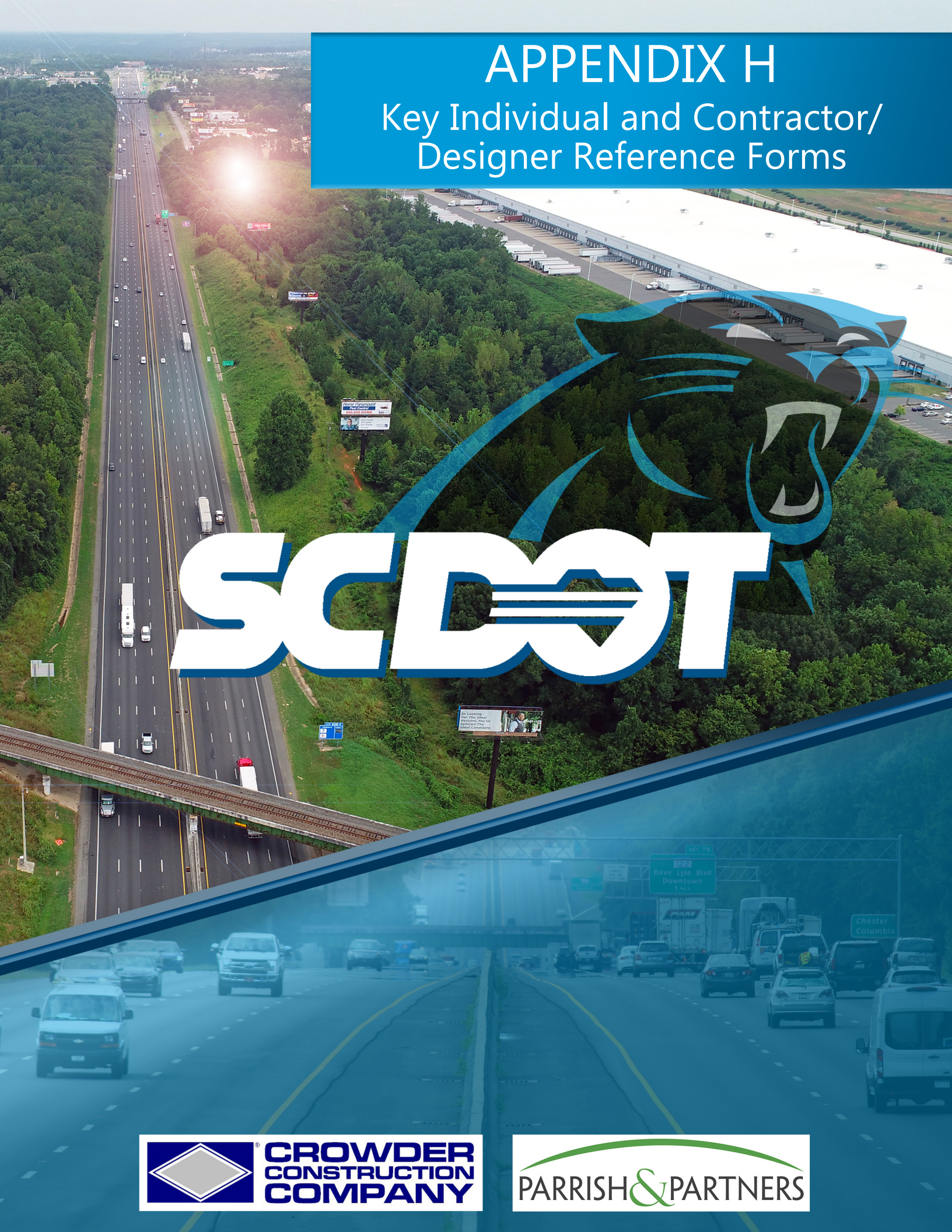
George F. Ellis, Vice President
Printed Name

For: Crowder Construction/Parrish & Parrish
Design-Build Team Name



APPENDIX H

Key Individual and Contractor/ Designer Reference Forms



SCDOT



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
yujasjd@scdot.org	Jeremy	Yuhas	John Tuschak	Rainbow & Leaphart Drive Bridges over I-26	Operations Manager	Crowder Construction Co.
mamariano@ncdot.gov	Michael	Mariano	John Tuschak	Moose Road D-B Bridge over I-85	Operations Manager	Crowder Construction Co.
spencerjw@scdot.org	Wes	Spencer	John Tuschak	SC 9 Bridge Replacements	Operations Manager	Crowder Construction Co.
Fyiad.Constantine@drpt.virginia.gov	Fyiad	Constantine	John Tuschak	CSXT D-B Track Widening	Project Sponsor	Kiewit Corporation (Crowder individual experience)
Phil.Sheridan@clarkconstruction.com	Phil	Sheridan	John Tuschak	Dulles Corridor Metro Rail Project/Silver Line D-B	Design Integration Manager	Kiewit Corporation (Crowder individual experience)
ParrisSL@scdot.org	Shane	Parris	John Tuschak	I-85 Reconstruction & Widening D-B MM 77-98	CSX RR General Superintendent	Blythe/Zachry JV / Parrish & Partners / Crowder (CSX RR Bridge)
ReynoldsBS@scdot.org	Brad	Reynolds	John Tuschak	I-85 over Rocky Creek D-B Bridge Replacement	Operations Manager (Pursuit)	Crowder Construction Co. / Parrish & Partners
eliadorani.ali@richlandcountysc.gov	Ali	Eliadorani	John Tuschak	Greene Street Bridge & Area improvements	Operations Manager	Crowder Construction Co. / Parrish & Partners (QC)
ekswanson@ncdot.gov	Eric	Swanson	Doug Naumann	Gateway Station	Senior Project Manager	Crowder Construction Co.
alan.dickson@volkert.com	Alan	Dickson	Doug Naumann	I-4 Ultimate, SGL PPP D-B	Area/General Superintendent II	Skanska USA (Crowder individual experience)
kyle.bastien08@gmail.com	Kyle	Bastien	Doug Naumann	Bayonne Bridge Project SKK PPP D-B	Area/General Superintendent II	Skanska USA (Crowder individual experience)
jmosher@sugarcreekllc.us	Jeffrey	Mosher	Doug Naumann	Midtown Tunnel Project, SKW PPP D-B	Area/General Superintendent II	Skanska USA (Crowder individual experience)
David.duke@aecom.com	David	Duke	Doug Naumann	Indian River Inlet Bridge D-B	Engineer/General Superintendent I	Skanska USA (Crowder individual experience)
ReynoldsBS@scdot.org	Brad	Reynolds	Doug Naumann	I-85 over Rocky Creek D-B Bridge Replacement	Project Manager (Pursuit)	Crowder Construction Co. / Parrish & Partners
reynoldsbs@scdot.org	Brad	Reynolds	Chad Rogers	I-85 Reconstruction & Widening D-B MM 77-98	Lead Design Engineer	Blythe/Zachry JV / Parrish & Partners / Crowder (CSX RR Bridge)
rdrochelle@ncdot.gov	Rodger	Rochelle	Chad Rogers	I-40/440 Reconstruction Project – Fortify, D-B	Lead Design Engineer	Granite Construction Co. (P&P individual experience)
rdrochelle@ncdot.gov	Rodger	Rochelle	Chad Rogers	Western Wake Freeway D-B (R-2635A, B, C1, C2)	Lead Roadway Engineer	Archer Western/Granite Construction Co. JV (P&P individual experience)
rdrochelle@ncdot.gov	Rodger	Rochelle	Chad Rogers	Complete NC 540 Section A (R-2721A) D-B	Lead Design Engineer (Pursuit)	Parrish & Partners
ReynoldsBS@scdot.org	Brad	Reynolds	Chad Rogers	I-85 Widening Phase III P027116 D-B Pursuit	Lead Design Engineer (Pursuit)	Parrish & Partners
HoodML@scdot.org	Michael	Hood	Chad Rogers	Emergency Bridge Replacement Package 3 D-B	Lead Design Engineer	Crowder Construction Co. / Parrish & Partners
RedfearnWT@scdot.org	Tyke	Redfearn	Chad Rogers	Emergency Bridge Replacement Package 6 D-B	Lead Hydraulic Engineer	Crowder Construction Co. / Parrish & Partners
ReynoldsBS@scdot.org	Brad	Reynolds	Chad Rogers	I-85 over Rocky Creek D-B Bridge Replacement	Lead Design Engineer (Pursuit)	Crowder Construction Co. / Parrish & Partners
chuff@ncdot.gov	Christy	Huff	Chad Rogers	NCDOT D-B Bridge Replacement, Divisions 4, 6, 11	Lead Design Engineer (Pursuit)	Crowder Construction Co. / Parrish & Partners
yujasjd@scdot.org	Jeremy	Yuhas	Troy Faulkner	Rainbow & Leaphart Drive Bridges over I-26	Project Superintendent	Crowder Construction Co.



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
slashley@flatironcorp.com	Stan	Lashley	Troy Faulkner	Greensboro Bypass	Assistant Superintendent	Archer Western (Crowder individual experience)
ristergd@dot.state.sc.us	David	Rister	Troy Faulkner	US 15 Bridge over CSX Railroad	Structure Superintendent	Crowder Construction Co.
McCaffreGA@scdot.org	Drew	McCaffery	Troy Faulkner	Emergency Bridge Replacement Package 3 D-B	Project Superintendent	Crowder Construction Co. / Parrish & Partners
eliadorani.ali@richlandcountysc.gov	Ali	Eliadorani	Troy Faulkner	Greene Street Bridge & Area improvements	Construction Manager	Crowder Construction Co. / Parrish & Partners (QC)
chuff@ncdot.gov	Christy	Huff	Troy Faulkner	NCDOT D-B Bridge Replacement, Divisions 4, 6, 11	Construction Manager (Pursuit)	Crowder Construction Co. / Parrish & Partners
spencerjw@scdot.org	Wes	Spencer	Nathan Nelson	US 29 Bridge Replacement over Norfolk Southern RR	Chief Inspector	Parrish & Partners
wilsonka@scdot.org	Ken	Wilson	Nathan Nelson	SC 160 Widening	Chief Inspector	Parrish & Partners
bosticta@scdot.org	Thomas	Bostic	Nathan Nelson	Lester Road Bridge Replacements over Little Pee Dee River and Swamp D-B	Chief Inspector / Senior Inspector	Parrish & Partners
bosticta@scdot.org	Thomas	Bostic	Nathan Nelson	I-95 Northbound Bridge over Great Pee Dee River	Chief Inspector / Senior Inspector	Parrish & Partners
hayeskl@scdot.org	Ken	Hayes	Nathan Nelson	I-20 Preservation Project	Chief Inspector / Senior Inspector	Parrish & Partners
jpartin@ncdot.gov	John	Partin	Nathan Nelson	NCDOT I-74 New Construction	Engineering Technician	NCDOT / (P&P individual experience)



[illegible]