



Exit 85

# Interstate 26 Widening MM 85-101

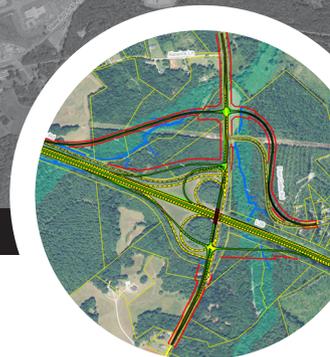
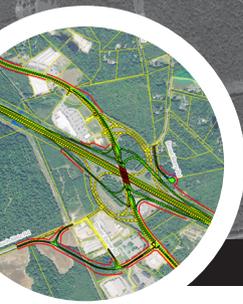
DESIGN-BUILD PROJECT  
PROJECT ID P029208

RICHLAND, LEXINGTON, AND NEWBERRY COUNTIES

STATEMENT OF QUALIFICATIONS

May 3, 2018

Exit 97



BUILDING VALUE TOGETHER



### 3.2 INTRODUCTION

#### 3.2.1/3.2.3

##### Contracting Entity/Lead Contractor

**Granite Superior - a JV**  
*(A Joint Venture of Granite Construction Company and Superior Construction Company Southeast, LLC)*



**Authority to Execute Contract:**  
 Jigisha Desai, Attorney in Fact  
 Granite Construction Company  
 585 West Beach Street  
 Watsonville, CA 95077  
 (831) 761-4784 |  
 jigisha.desai@gcinc.com



#### 3.2.2

##### Procurement Points of Contact

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 6215 E. Sligh Ave., Tampa, FL 33617  
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**Tom Boyle, PE**  
 Granite Construction  
 6215 E. Sligh Ave., Tampa, FL 33617  
 813.623.5877 | Cell 813.758.1978 |  
 Tom.Boyle@gcinc.com

**Scott Armstrong**  
 Parsons Transportation Group Inc.  
 113 Beaver Dam Road, Columbia,  
 SC 29223  
 803.394.6994 |  
 scott.armstrong@parsons.com

#### 3.2.3

##### Lead Designer

Parsons Transportation  
 Group Inc.



#### 3.2.4

##### Commitment of Key Individuals

All key personnel identified will be committed to the project per requirements of the RFQ and to meet SCDOT's quality and schedule expectations. Granite/Superior JV (GSJV) confirms availability for the duration of the project.



### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

#### 3.3.1 ORGANIZATION CHART AND TEAM STRUCTURE

Granite Superior - a JV (GSJV) has assembled an integrated Design-Build (DB) team, a design and construction organization that promotes accountability, constructability, innovation, and efficiency of design and construction during all phases of the I-26 Widening MM 85-MM101 Project implementation.

**Granite-Parsons DB Partnership** - Granite and Parsons' shared DB history began in 1999 on the \$1.1 billion San Joaquin Toll Road Extension in southern California, with Parsons serving as lead designer and Granite serving as contractor. Since then, Granite and Parsons have teamed, won and executed another 11 DB projects across North America, valued at \$3B. This partnership has grown since 1999 as evidenced by the latest DB win together in 2017, where Granite and Parsons are teamed on the \$409M VDOT DB project to widen seven miles of I-64 and widen/reconstruct the steel bridge spanning the Elizabeth River in Chesapeake, Virginia.

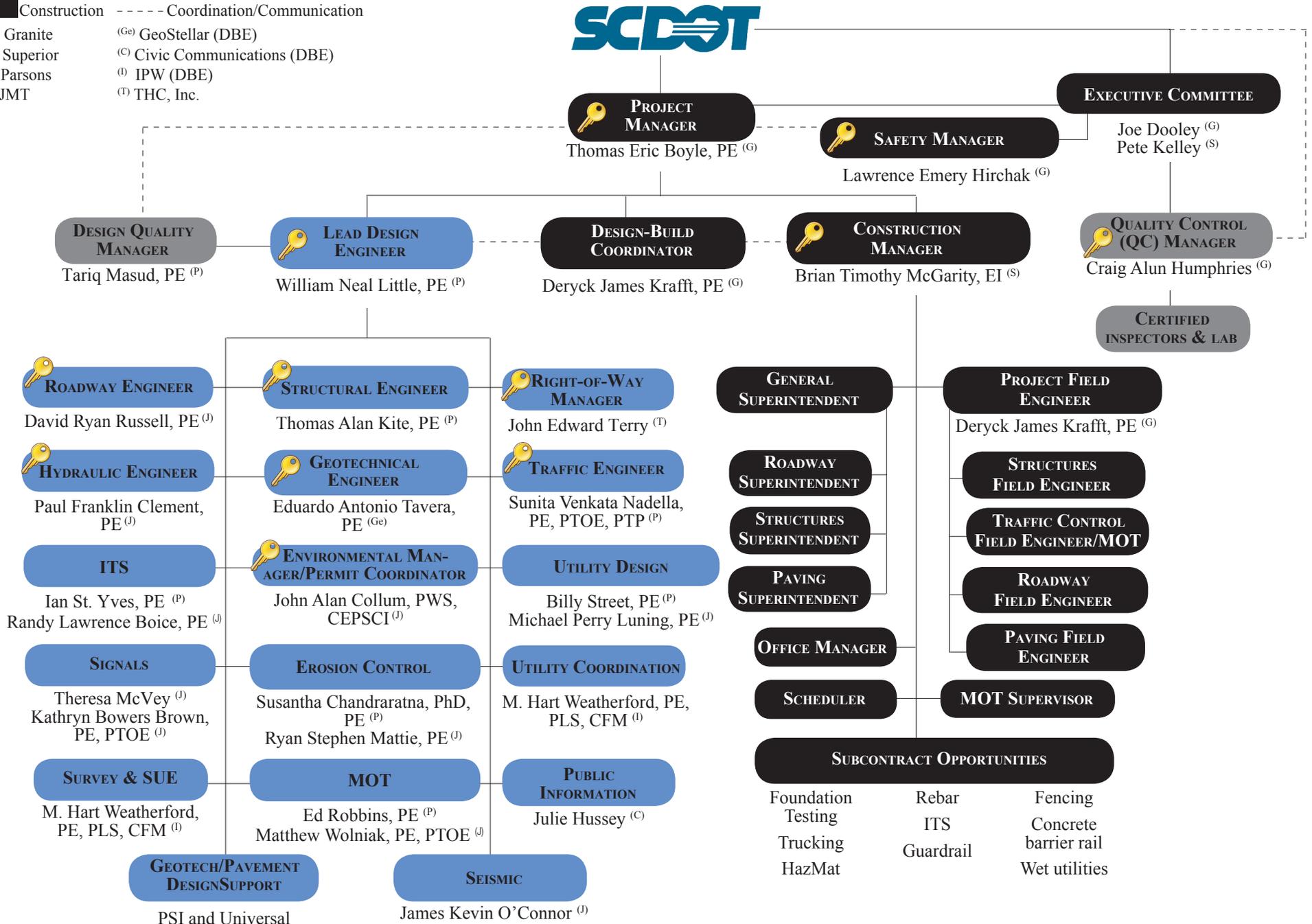
Our Organization Chart, shown on page 2, illustrates the GSJV structure, management levels, and reporting / coordination relationships to ensure efficient and effective project delivery.

#### THE RIGHT TEAM FOR I-26:

The ideal I-26 project team offers top-tier leaders and managers who are well-seasoned in large-scale, design-build delivery of interstate widening improvements, follow-through on their commitment to integrate and effectively collaborate not only with each other, but with SCDOT and other affected agencies. GSJV is that Team! As our SOQ demonstrates, we offer highly-qualified managers and discipline leads who will apply valuable experience delivering many projects of similar scope to I-26.

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

- Legend:**
- Design
  - Construction
  - (G) Granite
  - (S) Superior
  - (P) Parsons
  - (J) JMT
  - Direct Report/"Chain of Command"
  - Coordination/Communication
  - (Ge) GeoStellar (DBE)
  - (C) Civic Communications (DBE)
  - (I) IPW (DBE)
  - (T) THC, Inc.



### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

Our Project Manager, Tom Boyle, PE, will be the single point of contact to work with SCDOT to ensure a common vision for success. Tom has managed and successfully delivered two of the 12 Granite - Parsons DB projects.

#### Organizational Structure

The organizational chart depicts the “chain of command” with lines to identify reporting relationships of the major work functions required to manage, design, and construct the Project. Our structure is formulated to ensure effective teamwork along with clear lines of authority and responsibility with open channels

**When the right people are brought together in an open and honest environment with an effective organizational process, a mutually beneficial relationship will develop, resulting in a successful project.**

of communication with all key members of the organization. Our management approach leverages our knowledge and experience gained from other similar DB projects we have designed and constructed throughout the US.

Each functional group within our organization provides a blend of personnel with technical expertise and local knowledge. GSJV is organized in the following functional groups:

- **DB Executive Management (DBEM):** A Joint Venture executive committee comprised of company officers from Granite and Superior. Our Quality Control (QC) manager reports directly to the Executive Committee, independent of operations, to ensure this project team has the necessary resources and compliance efforts are coordinated at the highest level.
- **Design-Build Team:** To achieve the goals and objectives for this Project, the GSJV will be led by Project Manager, Tom Boyle, PE. Tom will be responsible for managing all operations throughout each phase of the Project. The design team will led by Design Manager, Bill Little, PE, the construction team led by Construction Manager, Brian McGarity. Deryck Krafft, P.E. will fill dual roles as both Design-Build Coordinator and Project Engineer. Deryck will be finishing the \$2B I-4 Ultimate P3 Project where he also fulfilled these same roles. The design and construction teams are structured to follow the main Project scope elements (structures, roadway and drainage) to ensure efficient cross-communication and integration between design and construction staff throughout the entire Project duration. Our Design-Build Coordinator will ensure cohesion within the DB Team by facilitating integration and coordination of design and construction components, vital to a Project of this size. The DB Team is supported by project-wide disciplines including environmental, traffic management, geotechnical, hydraulics, and utility/third party coordination, as well as safety staff that ensures the implementation of stringent safety policies to provide a safe work environment for workers and the public.

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

- **Quality Control - Construction:** Our Quality Control (QC) program will be led by Quality Manager, Craig Humphreys, who reports directly to the DBEM to ensure that the QC Plan is followed and enforced at the highest level, independent of operations. Craig will be responsible for verifying that operational techniques and activities (process controls) performed or conducted by the construction team, fulfill the contract requirements.
- **Quality Control - Design:** Our Design Quality Manager, Tariq Masud, PE, will work with the full team to develop a project specific design quality manual. This manual will be tailored from our team’s corporate policies and will meet all SCDOT requirements for Quality Control. Tom Boyle, PE will be responsible to ensure that these QC procedures are implemented and followed for the full duration of the Project.

Although the works will follow a typical design-construction-turnover to owner sequence, the roles of the design, construction and quality teams will retain their key status until the Project is completed. Table 1 provides a blueprint of the roles of the design and construction teams during the main phases of the Project.

PHASE	ROLE OF DESIGN TEAM	ROLE OF CONSTRUCTION TEAM	ROLE OF QUALITY TEAM
<b>DESIGN</b>	<ul style="list-style-type: none"> <li>▪ Responsible for engineering design activities, ensuring clear lines of communication between the DBJV members and the design team</li> <li>▪ Establish a design submittal schedule, allow for adequate review and comment response time, coordinate with permitting agencies and key deliverables</li> <li>▪ Perform quality control checks prior to submissions for review</li> <li>▪ Incorporate comments from reviewers</li> <li>▪ Coordinate with ITS provider to incorporate input in the design</li> <li>▪ Achieve RFC prior to construction activity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall constructability analysis and reviews for all components</li> <li>▪ Incorporate production and field considerations in the development of plans and specifications</li> <li>▪ Analyze potential impacts of design alternatives in construction sequencing and scheduling</li> <li>▪ Discuss and address specific construction concerns, such as available local materials, selected forming systems, equipment, construction access and traffic management</li> <li>▪ Provide Project Controls including cost control and overall scheduling monitoring</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure all design team members are knowledgeable of the Design Quality Manual</li> <li>▪ Conduct training sessions addressing required quality processes in addition to quality control checking</li> <li>▪ Ensures compliance</li> </ul>
<b>CONSTRUCTION</b>	<ul style="list-style-type: none"> <li>▪ Establish systems and procedures for reviewing and responding to RFIs and contractor submittals</li> <li>▪ Respond to RFIs and contractor submittals including reviews of shop drawings</li> <li>▪ Provides regular construction review and independent quality checks for certain elements of the project</li> <li>▪ Produce As-Built drawings in approved SCDOT formats</li> </ul>	<ul style="list-style-type: none"> <li>▪ Perform and supervise all construction activities</li> <li>▪ Design and execute temporary works means and methods (falsework, scaffolding, etc.)</li> <li>▪ Implement and monitor MOT</li> <li>▪ Quality Control</li> <li>▪ Monitor safety and environmental compliance</li> <li>▪ Perform subcontractor management including ITS</li> <li>▪ Manage Project Controls including cost control, design/construction changes management and scheduling updating and monitoring</li> <li>▪ Reviews shop drawings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop QMP</li> <li>▪ Implement procedures outlined in QMP and perform quality compliance checks that will prevent non-conformance during design and construction</li> <li>▪ Certify that suppliers/subcontractors are informed &amp; capable of meeting project requirements</li> <li>▪ Ensure construction quality inspection and testing plan is implemented</li> <li>▪ Coordinate with construction manager to ensure all elements are inspected and tested, in accordance with QMP</li> </ul>

Table 1: Roles of Design and Construction

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

#### 3.3.2 CRITICAL RISKS, PROJECT APPROACH AND CAPACITY AND RESOURCES

##### Critical Risk Issues and Risk Management

The GSJV team has reviewed the information provided by SCDOT, conducted numerous field site visits, and have identified the five Project risks we believe SCDOT considers the most relevant and critical to the success of the Project. Table 2, pages 6-7, outlines why each risk is critical, the strategies our team will implement to mitigate or eliminate the risks, and how we will collaborate with SCDOT and other stakeholders to address these risks.



##### Project Approach to Successful Design-Build Project Delivery

GSJV team members have significant DB and interstate reconstruction/widening experience and are active supporters of the DB delivery method. Based on our considerable experience and lessons learned on past DB projects, our approach will target the following key points:

- **Project Commitments:** The GSJV understands the importance of meeting project stakeholder and environmental commitments established by SCDOT and we are committed to using the DB process to make this a reality. Throughout the design and construction phases, our team members will work closely with SCDOT to ensure that each decision and action made by the team is done so in the spirit of meeting the Project commitments.
- **Integrated Design and Construction Team:** GSJV team members each bring specific individual strengths and resources to our DB team. To ensure an efficient, high quality project, Parsons and JMT (with considerable input from GSJV) will develop a design that upgrades the I-26 corridor to meet the expectations of SCDOT and provide motorists a facility that has considered their safety of the utmost importance. Granite, as the JV managing partner, will utilize specific DB processes and procedures developed over the past 20+ years of nationwide lessons learned and best practices.
- **Project Schedule:** One of the major advantages of the DB delivery method is that some elements of the design and construction can overlap in time. Our team will concurrently pursue ROW acquisition, permitting, utility relocation, HAZMAT investigation and other critical tasks to ensure these do not negatively impact the Project schedule. We will identify early work opportunities, and coordinate with SCDOT to make sure the Project ground breaking is an early success and positive milestone event.

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

Why critical / Impact on project	GSJV Mitigation Strategy	SCDOT/Other 3rd Party Role
<b>RISK: Environmental Management including commitment compliance, mitigation availability, wetland impacts &amp; permitting</b>		
<ul style="list-style-type: none"> <li>Limited and volatile stream &amp; wetland mitigation credit availability can impact schedule and costs</li> <li>Lengthy and unpredictable USACE Individual Permit processing duration; impacts to schedule</li> <li>NEPA document limits and compliance; impacts to design</li> </ul>	<ul style="list-style-type: none"> <li>Vet available mitigation (banks and PRM) and integrate into permitting and project schedules</li> <li>Utilize knowledgeable, in-state permitting expert (John Collum) who has managed similar projects in South Carolina with complicated mitigation issues</li> <li>Finalize noise wall design early in final design to conclude reasonable &amp; feasible decision of noise abatement measures to facilitate early construction</li> <li>Finalize longitudinal drainage design early to ensure impacts are included in the permitting and mitigation.</li> <li>Redefine and reduce impacts to streams during final design from EA estimates</li> <li>Comply with all commitments from the EA</li> <li>Adhere to EA commitments and obligations regarding access to properties</li> </ul>	<ul style="list-style-type: none"> <li>SCDOT and municipalities be involved in coordination meetings</li> <li>SCDOT signatures on permit applications</li> <li>Agency coordination for meetings, re-evaluations, and submittals</li> </ul> 
<b>RISK: Final Design compliance with IMR, NEPA documents, SCDOT standards and agency/public expectations</b>		
<ul style="list-style-type: none"> <li>Modifications to previously approved IMR's require SCDOT/FHWA coordination &amp; approval, potentially affecting schedule</li> <li>Balancing design standards with innovation</li> <li>Weigh-In-Motion(WIM) facility in new location, enhanced technology</li> <li>Hydrology, culvert suitability and condition: May require additional R/W</li> <li>FEMA Flood Maps with revisions complete (Lesson learned)</li> <li>DDI design– New concept use in South Carolina</li> </ul>	<ul style="list-style-type: none"> <li>Use IMR designs to every extent possible. Find optimizations within IMR requirements</li> <li>Optimize design while complying with current SCDOT standards. Utilize expertise from other jurisdictions to offer innovative alternative solutions to minimize impacts and optimize safety</li> <li>Validate design ADT counts</li> <li>Engage FHWA/SCDOT early with desired interchange modifications</li> <li>Assign staff with WIM expertise. Communicate with 3rd party stakeholders to include elements critical to needs. IM integration with SCDOT systems, design standards and expectations</li> <li>Inspect existing culverts and, identify needed replacements. Perform drainage calculations to determine outfall attenuation needs and stormwater measures affecting R/W early in design</li> <li>Coordinate w/ SCDOT &amp; FEMA on flood maps and potential revisions impacting floodplains</li> <li>Utilize staff with DDI experience to ensure proper design and operational goals are met</li> </ul>	<ul style="list-style-type: none"> <li>SCDOT and FHWA will have oversight over IMR compliance and modifications</li> <li>SCDOT will have to approve concepts outside of typical standards</li> <li>WIM oversight and input will be provided by SCDOT and State Transport Police (A division of the South Carolina Department of Public Safety)</li> <li>SCDOT, SCDHEC will review stormwater permit</li> </ul>
<b>RISK: MOT planning, design and implementation to SCDOT, FHWA and public expectations</b>		
<ul style="list-style-type: none"> <li>Safety critical to travelling public and construction workers</li> <li>Interstate and local detours or shutdowns may be viewed as negative to the travelling public</li> <li>Insufficient pavement structure on shoulders – could fail under traffic in temporary MOT patterns</li> <li>Paving Operations – Cross slope issues, pre-post construction</li> <li>Lack of viable detours for construction of overpasses, except at Koon Road</li> <li>Multi-Project coordination in the area, motorist confusion</li> </ul>	<ul style="list-style-type: none"> <li>Identify specific activities to be done at night or during off-peak hours, including pattern changes and traffic switches</li> <li>Use experienced demolition staff. Provide detailed demolition plans &amp; pre-activity meetings</li> <li>Construct the project in segments to minimize the length of work zones within the corridor</li> <li>Design overpass structures on new alignment in order to maintain traffic on existing bridges during construction - Investigate options at Koon Road overpass</li> <li>Minimize duration of local detours</li> <li>Bridge replacements to be completed early</li> <li>Coordinate median work for overpasses with median widening and barrier wall installation</li> <li>Verify pavement structure before temporary traffic shifts onto existing shoulders. Develop and implement an emergency response plan to address pavement issues during construction</li> <li>Incorporate temporary stormwater measures to adequately drain travel lanes during construction</li> <li>Coordinate MOT with adjoining projects: Carolina Cross Roads and Columbia Avenue. Exchange schedules &amp; traffic shift coordination meetings</li> </ul>	<ul style="list-style-type: none"> <li>SCDOT will approve Transportation Management/ MOT plans</li> <li>3rd party stakeholder and public will be notified of construction activities and lane/closures/ detours</li> <li>Coordination with SCDOT, Lexington, Newberry, and Richland Counties on adjacent projects</li> </ul> 

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

Why critical / Impact on project	GSJV Mitigation Strategy	SCDOT/Other 3rd Party Role
<b>RISK: Right-of-Way Acquisition Process</b>		
<ul style="list-style-type: none"> <li>Design revisions from RFP plans may require NEPA re-evaluation.</li> <li>Existing R/W may not be clearly established</li> <li>Improved Tracts: Relocation, increases cost and R/W schedule</li> <li>Commercial Tracts: Out of state point of contact. R/W Schedule delays</li> <li>Heirs Tracts: Condemnation needed to clear title. R/W schedule delays.</li> <li>High volume of title attorney work needed in short amount of time for large numbers of tracts</li> </ul>	<ul style="list-style-type: none"> <li>Establish relationships with adjacent property owners early in the project</li> <li>Minimize R/W needs beyond already established R/W limits</li> <li>Schedule work activities in areas of potential condemnations later in construction</li> <li>Verify all R/W by existing plans and establish R/W limits on plan by survey. No GIS R/W lines. Budget ROW costs properly during the bid</li> <li>Utilize SCDOT pre-approved appraiser</li> <li>Identify impacted properties early in design, and perform value engineering to avoid or lessen impacts</li> </ul> <p>Improved tracts will be contacted first, receiving top priority</p>	<ul style="list-style-type: none"> <li>SCDOT ROW Section set just compensation for all offers, by approving the appraisals and appraisal reviews</li> <li>Approve all administrative adjustments to appraised offers.</li> <li>Determine if condemnation is required. If yes, file the condemnation package</li> <li>Be responsible for all awards over the approved appraisal offer</li> </ul>
<b>RISK: Corridor Wide Management in accordance with BEST practices, FHWA/SCDOT standards, and public expectations</b>		
3rd Party Stakeholder Coordination to prevent potential schedule impacts and impact to local businesses	<ul style="list-style-type: none"> <li>Provide dedicated public involvement staff (Julie Hussey) to coordinate with all entities</li> <li>Schedule regular coordination meetings</li> <li>Provide advance notice of major milestones, demolition of bridges, traffic pattern changes, the plan of events and schedule, etc.</li> <li>Conduct early coordination of any utility relocations, shutdowns, etc. using a utility coordinator during both design and construction</li> <li>Maintain traffic flow on ancillary streets, by exploring enhanced alternative design solutions</li> </ul>	We will work with SCDOT and support all matters that require attention
Construction Access and Staging to reduce risk of traffic accidents	<ul style="list-style-type: none"> <li>Develop a mass haul diagram detailing the most efficient way to manage the trucking of soils</li> <li>Plan equipment and material staging</li> <li>Establish a plan to minimize median ingress/egress points</li> </ul>	SCDOT Review of Contractor’s plan and feedback
Stormwater Control to prevent washouts and hydroplaning conditions	<ul style="list-style-type: none"> <li>Consider stormwater management and access to outfalls and pipe replacements, etc. when staging construction allotting space in corridor for temporary sediment basis for water quality requirements</li> <li>Design stormwater to avoid spread of flowing water onto travel lanes in temporary and permanent conditions</li> <li>Monitor/Act for extreme weather conditions, making necessary adjustments, as necessary</li> </ul>	SCDOT Review of plan and submittals
Incident Management to improve Public perception and facilitate emergency and maintenance responders	<ul style="list-style-type: none"> <li>Provide a Project Specific Emergency Management Plan</li> <li>Communicate promptly with PI firm and SCDOT regarding construction related news including crashes or other incidents affecting traffic flow</li> <li>Coordinate closely with the state highway patrol</li> </ul>	SCDOT to consider extending limits of SHEP to exit 91

Table 2: Risk/Mitigation Table

### Project Approach – Design

Our Design Approach is to provide complete and thorough design packages to SCDOT’s design review team that adhere to design manuals, memos and AASHTO standards. Design aspects, such as the type of structure, proposed footprint and alignment, permitting, and minimizing future maintenance requirements, will be guided by constructability, cost, schedule and risk mitigation. Our Lead Design Engineer, Bill Little, will be responsible

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

for proper communication with SCDOT, the design team, and contractor in collaboration with the overall Project Manager. He will manage the design team consisting of subject matter experts for critical elements including structure, seismic, roadway, environmental, MOT, ITS, WIM, geotechnical, and hydraulics. We will analyze all geometric constraints for the Project. It is anticipated that numerous vertical curves will need to be adjusted to meet current design standards at design speed. These will add a level of complexity for traffic control. In addition, horizontal geometry for both interchanges at Exits 91 and 97 provide challenges. Horizontal curves at both interchanges, and the approach to the DDI crossovers, will need careful consideration to provide an acceptable design. We will revisit the configuration of interchanges that cause displacements and have potential impacts to hazardous material sites such as the BP/Corner Pantry at Exit 97 and Sunoco Station at Broad River and Broad Stone Roads. *(Final Design and ROW Risks)*

**B**ridges: Roadway widening will affect structure depths. Many clearances are already deficient by up to 2'. Increased structure depths will require special consideration for design and staging to maintain traffic on overpass roadway approaches.

We have already begun early investigation of viable mitigation options for the Project including active and proposed banks that serve the site; as well as the locations where a Permittee Responsible Mitigation (PRM) site could be established. PRM options have to be initiated far enough in advance to be incorporated into the USACE Public Notice and permit decision process. JMT is well versed with



Figure 1: Mitigation Service Areas

incorporating this into the Individual Permit process, as well as consulting to the design and construction team in expectations for permit time-frames. Other timing components associated with the USACE Permit include knowing when sufficient design has been completed to begin the permitting process. We will conduct design-team reviews with key team members prior to permit submittal to review all jurisdictional areas to ensure that impacts will not be missed during the permitting process. *(Environmental Risk)*

The most extensive utility efforts will be required at the service interchanges at exits 85, 91 and 97. We have performed site visits and concluded there to be over 15 separate utility owners, in addition to SCDOT facilities, that will need to be coordinated with at a minimum. We will incorporate the

**C**ritical Utility Locations

- Interchanges at exits 85, 91, 97
- OHE transmission facilities - both SCE&G and Santee Cooper exist in this corridor and may require relocation
- I-26 overpass bridges carrying communication facilities or water/sewer pipelines
- Between MM 101 and 97 with a higher concentration of water and sewer facilities, SCDOT UG communications and ITS Camera Poles

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

utility work schedules into the master project schedule and obtain commitments from the utility owners to meet their schedules. Each relocation will be critical to a “MOT Phase” and we will schedule and hold regular utility relocation meetings with each utility owner agency to ensure these schedules are being met. *(Corridor Wide Risk)*

#### **Project Approach – Construction**

Construction of this critical interstate widening requires a dedicated team of experienced builders to deliver a quality Project to SCDOT. Granite, as the managing partner of the JV, has proven processes in place to ensure each construction activity is planned and executed with safety, quality, schedule, and cost in mind. A written work plan and hazard analysis is performed for all major work activities. Our Quality Control Manager, Craig Humphreys, **will conduct pre-activity meetings** for the major work activities inviting SCDOT and their CEI to each of these meetings. These processes minimize the risk of rework. We understand that SCDOT will be the maintaining agency long after the warranty period and we will deliver a facility that considers access for future maintenance activities by consulting with SCDOT maintenance personnel during the design phase.

A SCDHEC approved sediment and erosion control plan will be in place prior to any construction activities. Clearing and grubbing will follow. *(Environmental Risk)* Bridge foundation work, including piles, temporary excavation support, and footings will follow when plans are at RFC. Concurrently, MSE walls and embankments will be built for roadways and approaches. A detailed P6 schedule will be developed using critical path work components and maintained from initial design through final construction.

**Work to Be Self-Performed:** GSJV intends to self-perform the I-26 mainline concrete paving, grading, drainage, bridge structures, demolition, noise walls, and retaining walls. Qualified, local and DBE subcontractor’s will be used for a number of construction activities including trucking, reinforcing steel, ITS, guardrail, concrete barrier rail, R/W fencing, asphalt paving of ramps and secondary roads, and wet utility relocations. As a fully integrated JV, each entity will provide resources and the self-perform work will be by the Joint Venture.

**Reconstruction and Widening of the Mainline Interstate:** Building the new pavement section, while maintaining traffic, requires a well thought out MOT plan. This requires accurate survey control to construct the roadway template to proper line and grade so that at completion the cross sections provide a smooth riding surface, including designing traffic shifts that facilitate smooth and safe traffic transitions. GSJV has the capability and expertise in concrete paving. Our team owns concrete batch plants, as well as mainline slipform concrete paving machines.

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

Our best practices include utilizing an independent concrete pavement expert to review the project’s pavement design, mix design, and paving plan. This provides value to both SCDOT and GSJV by making certain all mesh together to meet or exceed all performance requirements. GSJV will employ The Transtec Group, a recognized expert in pavement design in this role; Granite and Transtec have worked together on five previous concrete paving projects, including I-80 in Nevada and I-4 in Orlando. We understand the importance subgrade preparation is to the quality and performance of the new concrete pavement. Our team will perform documented QC inspections of the subgrade prior to paving operations.

We anticipate a substantial amount of excavation and embankment construction will be required. During the proposal phase we will perform a mass haul diagram to determine the most efficient trucking of the earthwork. We will look for innovative ways to access the median and minimize the dump trucks travelling on I-26. *(MOT Risk)*

**Interchange Reconstruction:** Each interchange will require meticulous planning to successfully execute the “MOT Phase” that will be necessary to construct the new ramps and bridges. We anticipate utility relocations may be necessary at all reconfigured interchanges, specifically with OHE, UG communications, and water, sewer discovered during our site visits. Our team will thoroughly review all utilities during the proposal phase and look for innovative solutions that could allow a utility to remain and protected in place, not only at interchanges but throughout the Project. Maintaining traffic at each on/off ramp will play an important part in our final design. We will explore options that could accelerate an “MOT phase” and minimize impacts to traffic. Using a best practice developed on the I-4 Ultimate Project we will use current traffic data and design criteria to create a traffic shift/switch checklist for each phase and review the conditions in the field prior to and after the shift/switch. We will monitor actual traffic conditions and react by adjusting signage and signals, as needed, to improve safety and traffic flow after each shift / switch. *(MOT and Corridor Wide Risks)*

**DDI Construction:** Our team will implement several lessons learned from past DDI projects that will include a driver education campaign. Conversion and opening DDIs to traffic will take close coordination with all stakeholders and our team is prepared to provide the necessary leadership and support to make this a successful milestone. *(MOT and Corridor Wide Risks)*

#### Project Approach – Demolition

Prior to bridge demolition, a detailed work plan listing the type, quantity, locations, operation, traffic sequencing, and sequencing of equipment and manpower will be provided to SCDOT. Having performed demolition in similar

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

corridors and on similar bridge types, we will address all aspects of foundation and superstructure removal. Staging and setup of the cranes, pick plans, traffic pacing, loading and hauling of the bridge demolition, sawcutting and control of slurry will be considered when preparing the work plans. Crane size is critical for demolition and selection will be made only after the work plan has been reviewed and approved by our Project Manager who has extensive bridge demolition experience. *(MOT and Corridor Wide Risks)*

At no point during demolition, or periods between, will the remaining structure be allowed to pose a hazard to workers, the public, or adjacent infrastructure. Work will be done in compliance with OSHA requirements. Demolition of all bridges will be done at night to mitigate public travel impacts. **No work will happen over live traffic.** Adjacent bridges to remain open will be protected from damage prior to demolition. All bridge debris and protection elements will be removed each day and I-26 cleaned, prior to opening for morning traffic. Prior to beginning each shift, a team-wide job safety analysis and mitigation meeting will be held specific to the tasks and objectives for that shift. Each meeting will entail reviewing individual and team roles and responsibilities, equipment placement, execution parameters, movement and falling debris, task sequencing and associated risk factors and their mitigation.

**Reconstruction and Demolition of the Seven Additional Overpass Bridges:** Each of these overpass bridge replacements is a project within the overall project, each with its own unique challenges. Our plan will be to design SCDOT typically used structures to facilitate efficient construction and subsequent future maintenance. Construction of the bridge pier(s) will be done behind temporary barriers for the safety of the workers and travelling public. Our team will coordinate with SCDOT the design and construction of the noise walls at Westcott Ridge and Arbor Springs neighborhoods as an early start activity to benefit the residents as soon as possible. We will plan the construction of the overpass bridges to allow the demolition of the existing bridge, as soon as possible, to maintain the interstate widening schedule. As stated above, demolition of each bridge will commence only after approval of its work plan and a pre-activity meeting has been conducted. *(MOT and Corridor Wide Risks)*

#### **Project Approach – Quality Control**

Our team is committed to providing a robust QC plan that meets SCDOT’s requirements and expectations. Most importantly, we understand Quality Assurance is not Quality Control. Quality Control is the responsibility of the contractor to manufacture, deliver, install, and complete all aspects of the Project to arrive at a quality end product. Quality Assurance involves inspection and testing (CEI) to be performed by the Department, or its rep-

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

representative, to assure proper quality control has, in fact, occurred. Our team will develop a project specific Quality Management Plan that incorporates the SCDOT Standards, Specifications and procedures. We will use our extensive experience in this area from other DB projects as a framework for the core Quality Program. Our approach to Quality is to develop a culture of quality within our team to deliver a design and construction plan that ensures project quality based on four key aspects, shown in Figure 2.

- 1. Employ a full time dedicated Quality Control Manager with outstanding credentials**
- 2. Quality will get the same high level of attention as safety**
- 3. Quality will not be achieved without training and proper management oversight**
- 4. Design and construction managers are held accountable for producing a quality product in compliance with contract**

Figure 2: Key Aspects of Quality

Our team will use an AASHTO accredited lab for material testing. We will coordinate material sampling and QA testing with SCDOT to ensure all materials incorporated into the project meets specifications. After project kickoff we will schedule a meeting to discuss the interaction between us and open the lines of communication for this important aspect of the work.

#### Quality Management Plan (QMP)

Design and construction quality management duties will be performed as two separate, but integrated functions. The QMP will be comprised of the Design Quality Management Plan (DQMP) and the Construction Quality Management Plan (CQMP).

The QMP will include quality control procedures and establish an integrated system that will provide objective evidence that design documents meet the scope and design standards, and constructed work meets project plans and specifications. Additionally, the QMP will provide assurance that SCDOT and local agencies safety and maintenance standards have been met.

<b>DQMP</b>	<ul style="list-style-type: none"> <li>▪ Quality Management Organization structure, identifying the key individuals and their responsibilities</li> <li>▪ Methods and processes to ensure interdisciplinary reviews between roadway, drainage, structures, and other design elements within our team before submitting to SCDOT</li> <li>▪ Method for addressing design reviews and documentation</li> </ul>
<b>CQMP</b>	<ul style="list-style-type: none"> <li>▪ Control and inspection of materials</li> <li>▪ Control of workmanship through field inspections, verifying compliance with appropriate plans and specifications</li> <li>▪ Document control and reports following SCDOT SiteManager filing system, providing an Electronic Document Control / Central Project Document Repository</li> <li>▪ Identification of nonconforming work and/or materials and method of resolution following SCDOT procedures.</li> <li>▪ Procedure for resolving QC results not verified by QA testing</li> <li>▪ Close-out procedures for both the design and construction phases, including as-builts</li> <li>▪ Maintain records to ensure current certifications for all QC testing and inspection personnel (including 3rd party)</li> </ul>

As needed, the QMP will be amended and redistributed to project team members.

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

Design and construction managers will coordinate with their counterpart Design and Construction Quality Control Managers for timely execution of the required QC processes. Qualified, experienced design, construction inspection and material testing staff will execute the requirements of the QMP to meet the expectations of SCDOT. The team will maintain the highest level of cooperation and professionalism to ensure quality work.

#### **Coordination Between Design-Builder, SCDOT & Other Agencies**

Project quality is the responsibility of every member of the project team. Other internal staff and external stakeholders also have specific roles that are essential to the project's quality management effort. The GSJV Quality Team will work with their counterparts at SCDOT and local agency representatives through design milestone review meetings, construction planning meetings, and field inspections. Design and construction production staff will participate in these meetings and reviews, as required, to facilitate communication and foster teamwork throughout the entire team. Review and planning meetings will provide face to face sessions to review and resolve comments between parties in real time, which is typically more productive than e-mail or written comments alone.

#### **Capacity and Resources - Previously Worked Together**

The GSJV has all the expertise and resources required for this Project, including the following:

- Over 115 alternative delivery projects completed or in progress, combined
- Combined company's equipment fleet with a replacement value of more than \$800M, including asphalt and concrete plants
- Experienced project management, field engineering, and supervisory personnel available
- Granite named 8 consecutive years to Ethisphere Institutes' "Worlds Most Ethical Companies" and the only contractor recognized

Parsons and JMT have a full staff of engineers and technicians with interstate bridge and highway design experience. Parsons has over 420 employees in South Carolina in North Charleston and Aiken (Federal) offices, including over 85 transportation employees in North Carolina, South Carolina and Georgia supported by a company-wide staff of more than 9,500 in North America. JMT has more than 20 transportation employees in South Carolina supported by a company-wide staff of more than 1,600. Furthermore, the GSJV has selected local sub-consultants to ensure the speciality design resources are available for the anticipated design period.

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

With the exception of Tom Boyle, Deryck Krafft, Craig Humphreys and Bill Little working on the I-4 Ultimate and Jewfish Creek projects, respectively, key personnel have not previously worked together, although our firms have worked together on numerous projects, as noted in Table 3.

Projects	Granite	Parsons	Superior
US60 Superstition Freeway, Tempe, AZ (\$196M, 2003) Arizona DOT   Floyd Roehrich Jr.   602.712.7550   FRoehrich@AzDOT.gov	●	●	
Reno Transportation Rail Access Corridor, Reno, NV (\$170M, 2006) City of Reno   John Flansberg, PE   775.334.2350   flansbergj@reno.gov	●	●	
I-494, Plymouth and Minnetoka, MN (\$135M, 2005) Minnesota DOT   Amber Blanchard   651.366.4504   Amber.Blanchard@state.mn.us	●	●	
John James Audubon Cable-Stayed Bridge, St. Francisville, LA (\$358M, 2011) Louisiana DOT   Paul Fossier   225.379.1786   Paul.Fossier@la.gov	●	●	
I-64 Widening and Reconstruction, St. Louis, MO, (\$524M 2010) Missouri DOT   Ronald Morris   314.453.5080   ronald.morris@modot.mo.gov	●	●	
Houston METRO LRT New Location Corridors, Houston, TX (\$1.2B, 2014) Metropolitan Transit Authority   Roberto Trevino   713.739.6062   Roberto.trevino@ridemetro.org	●	●	
Lee Roy Selmon Viaduct Redecking and Widening, Tampa, FL (\$64M, 2013) Florida DOT   Scott Arnold   850.414.4273   scott.arnold@dot.state.fl.us	●	●	
IH-35E Corridor Improvements, Dallas, TX (\$1.0B, 2016) Texas DOT   Varuna Singh   713.866.7040   Varuna.Singh@txdot.gov	●	●	
I-75 Reconstruction and Widening, Tampa, FL (\$47M, 2015) Florida DOT   Pam DelNegro   727.224.8999   pam.delnegro@gatewaycei.com	●	●	
San Joaquin Hills Transportation Corridor DB, Santa Ana, CA (\$80M, 1999) Transportation Corridor Agency   James Brown   949.754.3400   brown@sjhtca.com	●	●	
Intercounty Connector, ICC-A, Montgomery County, MD (\$484M, 2014) Maryland DOT   Mark Coblentz   301.586.9267   MCoblentz@iceproject.com	●	●	
I-64 Widening and High Rise Bridge Reconstruction, Chesapeake, VA (\$409M, 2017) Virginia DOT   Shailendra Patel   804.692.0476   Shailendra.Patel@VDOT.Virginia.gov	●	●	
Wekiva Parkway (SR 429) Section 2A (\$38.6M, 2018) Central Florida Expressway   Ben Dreiling   407.468.7581   ben.dreiling@cfxway.com		●	●
Beach Boulevard/Kernan Boulevard Interchange DB (\$32M, 2007) Florida DOT   Hamid Tabassian   904.360.5562   htabassian@jtafla.com		●	●
SR 9A Design-Build, J.T. Butler Boulevard to Beach Boulevard (\$31M, 2003) Florida DOT   Sharon Griffiths   386.312.4821   sharon.griffiths@dot.state.fl.us		●	●
I-95 Widening, St. Johns County, FL (\$26M, 2004) Florida DOT   Jeff Williams   386.312.4831   Jeff.Williams@dot.state.fl.us		●	●
Regency Bypass Phase II Design Build, Jacksonville, FL (\$12.6M, 2005) Jacksonville Transportation Authority   Larry Wehner (retired)   904.813.5645   larry@wsota.com		●	●

Table 3: Team Members Which Have Worked Together

### Capacity and Resources - Coordinate Project

The GSJV design team is comprised of highly qualified and experienced firms that are well suited to deliver the I-26 design on-schedule. The primary design offices will be in Charlotte, NC and Charleston, SC. By using established design offices, staff can be mobilized more quickly, have immediate access to needed resources, and can

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

deliver high quality products efficiently. Success starts with the pre-award effort during the proposal phase, and our design-build task groups will be alternating meetings between Columbia, SC, Charleston, SC, and Charlotte, NC. A project office in Columbia will be established immediately after NTP for administration of the design and construction work, to coordinate with SCDOT, as well as other key stakeholders, and to interface between disciplines. During the design effort, the Lead Design Engineer, the DB Coordinator, and the Project Manager will be located in this office full-time along with the design administration team for subconsultant management, quality control, document control, and contract management. Furthermore, all Discipline Leads will be in the Project office at least two days per week for internal and external coordination. Internal coordination will be accomplished through design management meetings and informal communication between disciplines. External coordination occurs during Task Force Meetings (include design, construction and owner representatives), schedule meetings, and design kickoff and review meetings.

Due to the extensive amount of geotechnical work on this Project, we have three highly respected geotechnical engineering firms on the team. The bridge foundation work will be divided between Geostellar, Universal and PSI. Geostellar will serve as lead geotechnical engineer and provide services for at least one interchange area, with the remaining work being performed by Universal and PSI, including field work and pavement design. This combined team will deliver excellent results due to the depth of experience, significant resources and guidance from our Lead Geotechnical Engineer, Ed Tavera, of Geostellar.

This execution plan is similar to the plan used on other successful DB projects on which Parsons has been lead designer for Granite. Through the use of electronic collaboration and effective meetings, this organizational approach has proven numerous times to be efficient and effective.

### 3.4 EXPERIENCE OF KEY INDIVIDUALS

Please see Appendix A for resumes of our Key Individuals.

### 3.5 PAST PERFORMANCE OF TEAM

Please see Appendix B for the Contractor Work History Forms and Appendix C for the Designer Work History Forms.



## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	Thomas Eric Boyle, P.E. Project Executive
b. Role of Key Individual for this Project:	Project Manager
c. Name of Firm with which you are now associated:	Granite Construction Company
d. Years of Experience: With this Firm <u>15</u> Years      With Other Firms <u>22</u> Years	<p>Granite Construction: Project Executive – Project management, assignment of staff, hiring, equipment selection, project controls, safety, and production - responsible for 4 large design build transportation projects and 1 bid build Mississippi River bridge demolition project during this period, 2007 - present</p> <p>Misener Marine Construction: VP Operations Manager – Responsible for oversight to over 24 projects in the Caribbean and Florida, 2000 – 2002</p> <p>The Hardaway Company: Project Manager – On site day to day management of six major construction projects, Project Engineer on I-664 Tunnel Ventilation Building &amp; Approaches, 1987 – 2000</p> <p>Healy Tibbitts Construction: Estimator / Project Engineer – prepare estimates for dozens of projects along the east coast, 1984 – 1986</p> <p>McDermott, Inc.: Field Engineer – varied oil &amp; gas related construction projects, 1980 - 1984</p>
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):	Virginia Tech / Blacksburg, VA / Bachelor of Science / 1980 / Civil Engineering – emphasis in Structures
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s:	1994 / FL / Civil / 49153
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>I-4 Ultimate, Orlando, FL</u></b></p> <p><b>Key Personnel Role:</b> Deputy Project Manager / Project Manager for Areas 1 and 5</p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2014-2021, Assigned 2014-2018</p> <p><b>Owner Contact Information:</b> FDOT, Loreen Bobo, P.E., Program Manager, <a href="mailto:loreen.bobo@dot.state.fl.us">loreen.bobo@dot.state.fl.us</a>, 386-943-5476 office, 386-956-4193 cell</p> <p>HNTB, Michael Gwynne, P.E., Owner's Rep/Resident Engineer, <a href="mailto:MGwynne@HNTB.com">MGwynne@HNTB.com</a>, 407-670-2343 office, 321-228-4397 cell</p> <p>Volkert, Rico Lepore, P.E. Quality Assurance Manager, <a href="mailto:rico.lepore@volkert.com">rico.lepore@volkert.com</a>, 407-623-6475 office, 813-363-7183 cell</p> <p>RS&amp;H, Keith Brockman, P.E., Owner's Rep/Program Management, <a href="mailto:keith.brockman@rs&amp;h.com">keith.brockman@rs&amp;h.com</a>, 407-893-5818 office, 407-619-1702 cell</p> <p><b>Design/Construction Value:</b> \$2.3 Billion</p> <p><b>Project Description:</b></p> <p>This design build project includes 21 miles of Interstate reconstruction / widening with 15 interchange redesigns, demolition of 68 overpass bridges and 145 individual bridge replacements. Tom's specific responsibilities included: Preparation of the Project Management Plan, Contamination Management Plan, Quality Control Plan, Utility Relocation Plan, and Vibration &amp; Noise Monitoring Plan. Responsible for implementation of the Contractor's Quality Control Program for the first 2 years of construction. Responsible for the Utility Relocation work that included the relocation of 242 electric, fiber, gas lines and 43 water &amp; sewer lines for 30 different Utility Owner Agencies. Negotiated contracts for ready mix, lighting, PDA consultants, vibration &amp; noise monitoring consultant, specialty Engineers, Contamination Remediation, prestress piling &amp; beams, as well as sign structure and signal foundations.</p> <p>Project Manager of a geographical area of the I-4 project (Area 1), construction value approximately \$350M during 2016. The section included reconstruction of the I-4 / Kirkman Road interchange, the I-4 / Turnpike interchange and 6.6 mile of Interstate reconstruction.</p>

Project Manager of Corridor-wide activities (Area 5) including the asphalt paving, concrete paving, maintenance of traffic / incident response team, ITS/Electrical subcontractor, borrow pit operations and truck hauling, and equipment department during 2017. Prepared the concrete paving plan for 580,000 SY express lane paving.

**I-75 North of SR 52, Pasco County, FL**

**Key Personnel Role:** Sr. Project Manager w/ title of Project Executive  
**Experience with Current Firm:** Yes  
**Project/Assignment Duration:** Project 2014-2015, Assigned 2014-2015  
**Owner Contact Information:** FDOT, Tom Lay, CEI Manager, [tom.lay@dot.state.us.fl](mailto:tom.lay@dot.state.us.fl), 813-242-2454 office, 813-323-1072 cell  
Ozmatic, Pam DelNegro, CEI Senior Project Engineer, [pam.delnegro@gatewaycei.com](mailto:pam.delnegro@gatewaycei.com), 727-224-8999 cell  
**Design/Construction Value:** \$46 Million

**Project Description:**

This design build project **with Parsons** was to widen 6.6 miles of Interstate I-75 from 4 to 6 lanes in Pasco County, FL. It included large diameter RCP drainage pipe, box culvert extensions, approximately 500,000 CY pond excavation and embankment work, ditch paving, and making ramp geometry improvements at the CR41 interchange. In addition, new stormwater management facilities and flood plain compensation sites provided significant drainage and environmental improvements. The project also involved miscellaneous structures; signing and pavement marking; intelligent transportation systems; geotechnical, and environmental permitting. Tom's specific responsibilities included development of the project team, ensuring the accuracy of the project controls, ensuring adherence to Company's safety policies, managing Owner and 3<sup>rd</sup> party relationships, ensuring the schedule in being met, approval of all change orders, and ensuring resources are available when needed. Project was constructed with **zero** lost time accidents.

**Selmon Expressway Widening, Tampa, FL**

**Key Personnel Role:** Sr. Project Manager w/ title of Project Executive  
**Experience with Current Firm:** Yes  
**Project/Assignment Duration:** Project 2012-2013, Assigned 2011-2013  
**Owner Contact Information:** FDOT, Jim Hubbard, now with Cardno-TBE, [james.hubbard@cardno.com](mailto:james.hubbard@cardno.com), 813-907-2300 office, 727-742-9434 cell  
**Design/Construction Value:** \$65 Million

**Project Description:**

This design build project **with Parsons** was to widen approximately 2.2 miles of the elevated Selmon Expressway from 4 to 6 lanes and included 240 drilled shaft foundations, 200 concrete beams and 300 tons of structural steel beams. Work also included replacement of approximately 160,000 sf of bridge deck. Tom's specific responsibilities included development of the project team, ensuring the accuracy of the project controls, ensuring adherence to Company's safety policies, managing Owner and 3<sup>rd</sup> party relationships, ensuring the schedule in being met, approval of all change orders, and ensuring resources are available when needed.

**US 82 Greenville Mississippi Bridge Demolition**

**Key Personnel Role:** Sr. Project Manager w/ title of Project Executive  
**Experience with Current Firm:** Yes  
**Project/Assignment Duration:** Project 2010-2012, Assigned 2010-2012  
**Owner Contact Information:** MDOT, Kevin Magee, District Engineer, [KMagee@mdot.ms.gov](mailto:KMagee@mdot.ms.gov) 662-746-2513  
**Design/Construction Value:** \$26 Million

**Project Description:**

The project involved completion of a new four lane cable-stayed bridge on US Hwy 82, and demolishing a 10,000-foot-long bridge across the Mississippi River at Greenville (which was built in the 1940s). Prior to demolishing the bridge, Granite strengthened the bridge structure by adding 30 tons of structural steel and welding it into place. Once the bridge was structurally sound, two of the three steel-truss spans were mechanically lowered utilizing high-capacity strand jacks, and the third truss span was removed with explosive-shaped charges. Concrete river piers were drilled and blasted to removal limits (to depths below 21' in very low-flow river conditions), as specified by the US Coast Guard and US Army Corps of Engineers. Daily coordination with the US Coast Guard was a critical component of the work, as tugboats towing multi-barge shipments of coal, grain, petroleum products and other cargo traveled through the project site multiple times per day. Granite implemented lead safety program in accordance with all applicable federal and State requirements (EPA, OSHA and DOT).

- 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.  
Tom is not currently assigned to any other project and will be available from proposal to project completion.

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	William Neal Little, PE Senior Program Director
b. Role of Key Individual for this Project:	Lead Design Engineer
c. Name of Firm with which you are now associated:	Parsons Transportation Group, Inc.
d. Years of Experience: With this Firm <u>5</u> Years	With Other Firms <u>33</u> Years
<p>Parsons Transportation Group Inc.: Senior Program Director – Bill is currently the Design Manager of GDOT’s \$634M Northwest Corridor Project (Summer 2018 completion) and is responsible for leading the multi-disciplined design team. The project includes over 29-miles of reversible managed lanes along I-75 and I-575 northwest of Atlanta. He was the lead roadway engineer for the widening of Florida’s Turnpike in Palm Beach county from 6 lanes to 10 lanes. 2012-2018</p> <p>HNTB Corp.: Senior Project Manager – Bill served as the Deputy Design Manager for the 25-mile-long barrier separated reversible managed lane project on I-95. The scope of work included modifications to multiple service interchanges as well as system-to-system connections to the new Capital Beltway managed lanes facility, creating a network of managed lanes for the Northern Virginia. 2011-2012</p> <p>Jacobs Engineering: Senior Project Manager – Bill served as Deputy Design Manager or Roadway/MOT Lead Engineer on multiple Interstate Widening Projects throughout Florida, including major widening projects on I-95, I-75, I-4 and I-395. 2001-2011</p> <p>PBS&amp;J Inc. (currently Atkins): Project Manager – Bill was Project Manager or Roadway/MOT lead on multiple toll expressway and Interstate projects in Texas, California and Florida. He was lead roadway engineer for the Florida Turnpike GEC team for almost 7 years. 1987-2001</p> <p>3D/International (currently Parsons): Project Manager - Bill was Project Manager on the Sam Houston Parkway (Beltway) and the MOT lead for the US 59 freeway widening projects in Texas. 1985-1987</p> <p>TC&amp;B Inc (currently AECOM): Roadway/Drainage Engineer – Bill was roadway and drainage engineer for multiple projects in Texas including the I-45 Widening and Hardy Toll Road-new alignment in Texas. 1980-1985</p>	
e. Education:	University of Texas Dallas / Richardson, TX / Master of Business Administration / 1992 University of Texas Austin / Austin, TX / Bachelor of Science, Civil Engineering / 1979
f. Active Registrations:	1988 / FL / Civil / 39356 1990 / CA / Civil / C454932 2012 / VA / Civil / 0402050171 2012 / GA / Civil / PE036918
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>GDOT I-75/I-575 Northwest Corridor Design-Build</u></b></p> <p><b>Key Personnel Role:</b> Design Manager</p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2013-2018, Assigned 2013-2018</p> <p><b>Owner Contact Information:</b> GDOT, Stephen Lively, <a href="mailto:slively@dot.ga.gov">slively@dot.ga.gov</a>, 770-359-9528</p>

**Design/Construction Value:** \$624 Million (Construction)

**Project Description:**

This \$634 million design-build-finance project is constructing 29.7 miles of reversible toll lanes along I-75 and I-575 in Cobb and Cherokee counties in metropolitan Atlanta. The new facility is a combination of interstate widening and new-location aerial corridor adjacent to the existing interstate. The project includes 39 bridges and system interchange direct connector ramps at the I-285 and I-575 interchanges. The Project begins as a two-lane reversible facility that continues north along I-75 to the I-75/I-575 Interchange where it transitions to a single reversible lane facility. A similar single-lane reversible facility is constructed along I-575 between the I-75/I-575 Interchange and Sixes Road. Reversible ramps providing connection to and from I-285 general purpose lanes also are a part of the proposed improvements. All reversible toll lanes whether new-location or existing widening, are concrete paved. Bill is responsible for coordinating all technical aspects of the project, including roadway, drainage, structures, geotech, ITS, sound barriers lighting and traffic and utility relocations. Under Bill's leadership the project team developed numerous innovative details that have since been adopted by GDOT as part of their standards.

**VDOT I-95 Express Lanes P3 Design-Build Project**

**Key Personnel Role:** Deputy Design Manager

**Experience with Current Firm:** No, HNTB

**Project/Assignment Duration:** Project 2011-2014, Assigned 2011-2012

**Owner Contact Information:** VDOT, John Lynch, [john.lynch@VDOT.Virginia.gov](mailto:john.lynch@VDOT.Virginia.gov), 540-829-7500

**Design/Construction Value:** \$700 Million (Construction)

**Project Description:**

This \$700 million design-build portion of the project included more than 25 miles of barrier separated reversible managed lanes. Bill was responsible for design-phase execution and quality on the 25-mile managed lanes conversion project. His responsibilities included modifications to multiple service interchanges as well as system-to-system connections to the new Capital Beltway managed lanes facility, creating a network of managed lanes for the Northern Virginia.

**FDOT Port of Miami Tunnel P3 Design-Build**

**Key Personnel Role:** Deputy Design Manager

**Experience with Current Firm:** No, Jacobs

**Project/Assignment Duration:** Project 2009-2013, Assigned 2009-2011

**Owner Contact Information:** FDOT, Maria Perdomo, [maria.perdomo@dot.state.fl.us](mailto:maria.perdomo@dot.state.fl.us), 305-640-7186

**Design/Construction Value:** \$650 Million (Construction)

**Project Description:**

Bill was responsible for all above ground work on this major \$650 million design-build project. He managed the modification of interchanges to provide a direct interstate connection between I-395 and the port; the widening of MacArthur Causeway; and the design of new circulation roadways for cruise and cargo traffic within the Port of Miami. This project was the first underground P3 project in the United States and involved extensive use of concrete pavement.

**FDOT I-95 Widening in Brevard County, Florida**

**Key Personnel Role:** Roadway/MOT Design Engineer

**Experience with Current Firm:** No, Jacobs

**Project/Assignment Duration:** Project 2008-2011, Assigned 2008-2009

**Owner Contact Information:** FDOT, Mary Jane Hayden, [maryjane.hayden@dot.state.fl.us](mailto:maryjane.hayden@dot.state.fl.us), (850) 414-4783

**Design/Construction Value:** \$200 Million (Construction)

**Project Description:**

Bill served as the chief engineer for this \$200 million design-build-finance widening and interchange improvement project. He was responsible for all interchange improvements including modification/ expansion of ramp terminal intersections, the addition of left-turn lanes, and bridge widening / replacement. The interchange at US 192 was completely reconstructed under traffic — requiring innovative approaches to construction phasing and traffic control. A new service interchange was provided at Pineda Causeway.

- 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.  
Not Applicable

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	<b>David Ryan Russell, PE</b> Senior Associate
b. Role of Key Individual for this Project:	<b>Roadway Engineer-</b>
c. Name of Firm with which you are now associated:	<b>JOHNSON, MIRMIAN &amp; THOMPSON, INC.</b>
d. Years of Experience: With this Firm <u>1</u> Years      With Other Firms <u>20</u> Years	<p><b>Johnson, Mirmiran &amp; Thompson, Inc. (JMT):</b> <i>Senior Associate/ SC Highways Section Head</i> – South Carolina Highways Section Head responsible for highway design and supervision of highways staff in South Carolina. Work responsibilities include design of highway geometry and oversight of plan production for highways for design-build and traditional bid-build projects. Also acts as project manager on select projects as required and directs work activities in South Carolina in support of other JMT regional offices. <b>Sept. 2016 - Present</b></p> <p><b>Civil Engineering Consulting Services, Inc.(CECS):</b> <i>Project Manager/ Senior Roadway Engineer</i> – Responsible for project management and roadway design for major interstate design-build projects, roadway widening projects, and bridge replacements for SCDOT and local governments. Responsibilities included all aspects of roadway design, coordination with other engineering disciplines, and preparation of all phases of engineering plans for construction. <b>Aug. 2013 – Sept. 2016</b></p> <p><b>Dennis Corporation Inc.:</b> <i>Director of Roadways</i> - Managed roadway staff and acted as project manager and lead designer on projects ranging from bridge replacements to highway widenings within South Carolina. Trained junior staff in microstation and geopak and SCDOT highway design procedures and provided oversight for plans production. <b>Sept. 2011- Aug. 2013</b></p> <p><b>Civil Consulting Solutions, LLC (CCS):</b> <i>Owner</i> – Sole proprietor of engineering firm. Performed engineering services for county roads, support services for major roadway projects, and site/civil design for private development. <b>Oct.2008- Sept. 2011</b></p> <p><b>RPM Engineers, PLLC :</b> <i>Highway Manager/Senior Roadway Engineer</i> - Managed highways staff on SCDOT projects ranging from interchange design to roadway widenings as well as county roadway paving projects. Responsible for all aspects of roadway design and plan production. <b>Jan. 2006- Oct. 2008</b></p> <p><b>TRC Engineers:</b> <i>Senior Roadway Engineer /Project Manager</i> – Responsible for plan production and design for roadway widening projects and bridge replacements throughout South Carolina. Prepared plans according to SCDOT standards and established all aspects of roadway geometry. <b>Jan.2005- Jan. 2006</b></p> <p><b>Wilbur Smith Associates (WSA):</b> <i>Junior Roadway Engineer to Project Manager</i> – As a junior engineer, worked under the direction of a senior engineer and project manager training in all aspects of roadway design. Learned Microstation/Geopak and learned proper plans preparation for SCDOT. Obtained P.E. license and moved into project management over the years working on high profile projects for the SCDOT as well as international projects. <b>Aug. 1998- Dec. 2005</b></p> <p><b>Connor &amp; Associates, Inc.:</b> <i>Junior Engineer</i> - Junior engineer working on site/civil projects in the lowcountry of South Carolina. Learned drainage design as well as site grading and utility design including water and sewer. <b>May 1997- Aug. 1998</b></p>
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):	The Citadel - The Military College of SC / Charleston, SC / Bachelor of Science / 1997 / Civil and Environmental Engineering
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s:	2002 / SC / Registered Professional Engineer (PE) / #21591
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b>Project Example No. 1</b>      <b>I-85 Reconst./Widen. MM 77-98 (D-B), Spartanburg/Cherokee Cos., SC</b></p> <p><b>Key Personnel Role:</b> Senior Roadway Engineer</p> <p><b>Experience with Current Firm:</b> Johnson, Mirmiran &amp; Thompson, Inc.</p> <p><b>Project/Assignment Duration:</b> Project 2016-Present / Assignment 2016-2018</p> <p><b>Owner Contact Information:</b> South Carolina Department of Transportation (SCDOT), Mr. Bradley Reynolds, PE, Reynoldsbs@scdot.org, 803-737-1440</p> <p><b>Design/Construction Value:</b> \$435.5 Million (Construction)</p> <p><b>Project Description:</b> Approximately 20 miles of interstate reconstruction and widening, with 4 major interchange improvements. Mr. Russell was responsible for design and delivery of the mainline interstate and interchange design for a five-mile section of the project and one interchange.</p>

<p><b><u>Project Example No. 2</u></b>  <b>Key Personnel Role:</b>  <b>Experience with Current Firm:</b>  <b>Project/Assignment Duration:</b>  <b>Owner Contact Information:</b></p> <p><b>Design/Construction Value:</b>  <b>Project Description:</b></p>	<p><b>I-26/Volvo Interchange (D-B) – Approx. MM 189 – Berkeley County, SC</b>  Engineer-of-Record  Johnson, Mirmiran &amp; Thompson, Inc.  Project 2017-present/Assignment 2017  South Carolina Department of Transportation (SCDOT), Mr. Daniel Burton,  PE BurtonD@scdot.org, 843-371-0342</p> <p>\$1.75 Million (Design) / \$43.8 Million (Construction)</p> <p>The Volvo Interchange is a new three-leg interchange along I-26 in Berkeley County. JMT designed three interstate overpass bridges on curved alignments and was the overall lead designer. Mr. Russell was not listed on the original RFP qualification and joined JMT during the shortlist pursuit phase. Modifications to the interchange and optimization of the alignments led by Mr. Russell played a key role in the JMT team win of this design build pursuit. Mr. Russell also played an integral role in the management and day to day activities of the project. He played a primary role in the engineering design and coordinated subconsultant activities.</p>
<p><b><u>Project Example No. 3</u></b>  <b>Key Personnel Role:</b>  <b>Experience with Previous Firm:</b>  <b>Project/Assignment Duration:</b>  <b>Owner Contact Information:</b></p> <p><b>Design/Construction Value:</b>  <b>Project Description:</b></p>	<p><b>I 85/385 Interchange Improvements (D-B), Greenville County, SC</b>  Lead Roadway Engineer  Civil Engineering Consulting Services, Inc.  Project 2015-present; Assignment 2015- 2017  South Carolina Department of Transportation (SCDOT), Mr. Phillip Sandel,  PE, SandelTP@SCDOT.org, 803-737-1351</p> <p>\$231 Million (Construction)</p> <p>This project consists of improvements to the Interstate 85/Interstate 385 System Interchange, widening of I-385 through the interchange area and rehabilitation to portions of I-85 just north and south of the interchange area. Mr. Russell lead the design team to minimize the construction footprint, optimize the construction staging, and find engineering solutions to accomplish the RFP requirements. Communication within the team was a critical part of the overall effort. Mr. Russell played a primary role in communication between the sub-consultant team members, SCDOT, SCDOT consultant reviewers, and the design-build contractor.</p>
<p><b><u>Project Example No. 4</u></b>  <b>Key Personnel Role:</b>  <b>Experience with Previous Firm:</b>  <b>Project/Assignment Duration:</b>  <b>Owner Contact Information:</b></p> <p><b>Design/Construction Value:</b>  <b>Project Description:</b></p>	<p><b>I-85 Design-Build Preparation, MP 98-MP 106, Cherokee County, SC</b>  Lead Roadway Engineer  Civil Engineering Consulting Services, Inc.  2015-2016  South Carolina Department of Transportation (SCDOT), Mr. Michael Hood,  PE, HoodML@SCDOT.org ,803-737-3485</p> <p>\$182 Million (Construction)</p> <p>Mr. Russell was the lead engineer responsible for coordination, preparation, and development of preliminary roadway plans for the mainline Interstate 85 to the SC state line. Responsible for alternate alignments typical sections recommendations. Existing deficiencies in the horizontal and vertical alignments proved challenging in the design-build package preparation.</p>
<p><b><u>Project Example No. 5</u></b>  <b>Key Personnel Role:</b>  <b>Experience with Previous Firm:</b>  <b>Project/Assignment Duration:</b>  <b>Owner Contact Information:</b></p> <p><b>Design/Construction Value:</b>  <b>Project Description:</b></p>	<p><b>I-85/S-12 BMW Interchange Design-Build, Spartanburg County, SC</b>  Roadway Engineer  Wilbur Smith Associates, Inc.  2004-2005  South Carolina Department of Transportation (SCDOT), Mr. Rob Bedenbaugh, PE, BedenbauGR@scdot.org, 803-737-1134</p> <p>\$52 Million (Construction)</p> <p>Design of a new fully directional interchange and interstate access for the BMW manufacturing plant and the new location of Brockman-McClimon Road overpass. Mr. Russell was responsible for roadway plan design and production under the design-build delivery. This design-build project was completed in packages consisting of clearing and grading plans early in the schedule to allow the contractor to begin site activities, with interim submittals as construction activities commenced accelerating construction.</p>
<p><b>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. <b>Not required to be on-site full time.</b></b></p>	

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a.	Name & Title: Thomas Alan Kite, PE Senior Project Manager
b.	Role of Key Individual for this Project: Structural Engineer
c.	Name of Firm with which you are now associated: Parsons Transportation Group, Inc.
d.	Years of Experience: With this Firm <u>34</u> Years      With Other Firms <u>7</u> Years  Parsons: Lead Bridge Engineer and Senior Project Manager – Alan has been lead structural engineer on several large projects, such as Central Artery Tunnel in Boston for a cut-an-cover section of the project, worked on the PATH World Trade Center subway station in NYC and has been the bridge design lead on several large interstate widening design-build projects. 1991 – 2018  Parsons: Project Engineer and Design Engineer – Alan served as a design engineer on several projects including the rehabilitation of the Key Bridge in Washington, DC and the PATH Exchange Place Station in New Jersey and project engineer on numerous smaller bridge projects. 1983 - 1991  American Engineers: Design Engineer – Alan served as a design engineer on various projects in Virginia and North Carolina. Projects included two large interchanges with curved girder ramps and interstate bridges, an 18 bridges project in North Carolina and numerous one to three span bridges crossing local roadways. 1976 - 1983
e.	Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): University of Virginia / Charlottesville, VA / Master of Engineering / 1982 / Civil Engineering Virginia Tech / Blacksburg, VA / Bachelor of Science / 1976 / Civil Engineering
f.	Active Registrations: Year First Registered/State/Discipline/All Active Registration #s: 2014 / GA / Structural / 039078 1999 / MD / Structural / 24500 1987/ FL / Structural / 39129 1980 / VA / Structural / 12306
g.	Document the extent and depth of your experience and qualifications relevant to the Project. <b><u>Northwest Corridor Design Build, Atlanta, GA</u></b> <b>Key Personnel Role:</b> Lead Bridge Engineer <b>Experience with Current Firm:</b> Yes <b>Project/Assignment Duration:</b> Project 2013-2018, Assigned 2013-2018 <b>Owner Contact Information:</b> Stephen Lively, 770.359.9528, slively@dot.ga.gov <b>Design/Construction Value:</b> \$624 Million <b>Project Description:</b> Alan is the design lead for 39 bridges, culvert extensions, sign structures, and other miscellaneous structures. All bridges are constructed with a cast-in-place concrete deck supported on either steel plate girders or pre-stressed concrete beams. The project includes ramp bridges at the I-285 / I-75 interchange with continuous curved steel girder superstructures and prestressed concrete beam superstructure ranging in length from single span bridge to a bridge over one-mile long. Additional structural elements on the project include retaining walls such as permanent anchor walls, piano walls and MSE walls. Sound barrier walls are also proposed on the corridor and are either ground mounted, bridge mounted, barrier-wall mounted or MSE-wall mounted. In addition to serving as EOR for 39 bridges, Alan is responsible for organizing and coordinating bridge work done in four other offices, checking drawings and review calculations and oversight of all bridge and structural design work. The project includes the design and

construction 29.7 miles of new reversible toll lanes along I-75 and I-575 in Cobb and Cherokee counties in metropolitan Atlanta.

**Intercounty Connector Design Build, Contract B, Montgomery County, MD**

**Key Personnel Role:** Lead Bridge Engineer  
**Experience with Current Firm:** Yes  
**Project/Assignment Duration:** Project 2008-2011, Assigned 2009-2011  
**Owner Contact Information:** Mark Coblentz, 301.586.9267, [mcoblentz@sha.state.md.us](mailto:mcoblentz@sha.state.md.us)  
**Design/Construction Value:** \$560 Million

**Project Description:**

Alan was responsible for leading the structural design effort for the project, which included 15 bridges, over 38,000 LF of sound barriers, retaining walls, culverts and sign structures. He was responsible for organizing the work and schedule, reviewing and checking design drawings, coordinating the design with the general engineering consultant (GEC) and client, and responding to construction-related questions. The project consisted of approximately 6.9 miles of six-lane, controlled-access toll road and included a diamond interchange at MD 182 and a single-point urban interchange (SPUI) at MD 650.

**Intercounty Connector Design Build, Contract A, Montgomery County, MD**

**Key Personnel Role:** Lead Bridge Engineer  
**Experience with Current Firm:** Yes  
**Project/Assignment Duration:** Project 2006-2011, Assigned 2006-2009  
**Owner Contact Information:** Mark Coblentz, 301.586.9267, [mcoblentz@sha.state.md.us](mailto:mcoblentz@sha.state.md.us)  
**Design/Construction Value:** \$478 Million

**Project Description:**

Alan was responsible for leading the structural design effort for the project, which included 23 bridges, over 20,000 LF of sound barriers, culverts and sign structures. He was responsible for organizing the work and schedule, reviewing and checking design drawings, coordinating the design with the general engineering consultant (GEC) and client. The project consisted of approximately 7.2 miles of six-lane, controlled-access toll road and included a signature concrete arch bridge, a 611-foot-long cut-and-cover deck-over structure where the ICC passes through a densely populated residential neighborhood, roadways, traffic signals, maintenance of traffic, utilities, interchange lighting, drainage and storm water management facilities, stream relocations, and landscaping.

**Jon James Audubon Bridge Design Build, Louisiana**

**Key Personnel Role:** Lead Bridge Engineer  
**Experience with Current Firm:** Yes  
**Project/Assignment Duration:** Project 2004-2008, Assigned 2004-2006  
**Owner Contact Information:** Paul Fossier, 225.379.1323, [Paul.Fossier@LA.GOV](mailto:Paul.Fossier@LA.GOV)  
**Design/Construction Value:** \$354 Million

**Project Description:**

Alan was responsible for leading the structural design effort for over 8,800 feet of main span approach structures. The work included the design of prestressed concrete girders, steel girders, caissons and pile foundations. He organized the work effort, checked design drawings, and developed new details. The project included a main span of 1,583 feet, which crosses the Mississippi River near St. Francisville, Louisiana, all approach structures and several bridges that crossed over local roads.

- 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.  
Not Applicable



VISSIM model development and simulation analysis of the proposed alternative as well as the development of the signal timings for all the different MOT stages of construction and the final time-of-day (TOD) signal plans for the DDI and its adjacent intersections. She worked closely with the DOT and contractor for the effective monitoring of signals to provide a safe and effective movement of traffic through the interchange during construction. Sunita also developed educational videos for use during public meetings for the project. Construction has been completed with final signal timings approved and implemented and the interchange is fully operational.

**Military Highway Widening and Continuous Flow Intersection Design Build, Norfolk, Virginia**

**Key Personnel Role:** Lead Traffic Engineer

**Experience with Current Firm:** Parsons

**Project/Assignment Duration:** 2016- To Date

**Owner Contact Information:** Frank Fabian, 757-494-5477, Frank.Fabian@vdot.virginia.gov

**Design/Construction Value:** \$60.6 Million Design Build Value

**Project Description:**

The design-build project is located along Military Highway (US Route 13 and State Route 165) and Northampton Boulevard (US Route 13) and Princess Anne Road (State Route 166) in the City of Norfolk, Virginia. The project length along Military Highway is approximately 1.58 miles. The project includes the installation of continuous flow intersection (CFI) elements along Military Highway, near the Norfolk Airport, in a very urban area that is lined with businesses on each side of the roadway. The CFI elements will direct the left turning vehicles on Military Highway away from the main intersection to avoid conflict with opposing through movement. Sunita as the lead traffic engineer for the project is responsible for the traffic engineering study, developing micro and macro simulation models for MOT configuration, signal design, signing and pavement marking and developing signal timing plans.

**Interstate 75 South Express Lanes Design Build, Henry and Clayton Counties, Georgia**

**Key Personnel Role:** Lead Traffic Engineer

**Experience with Current Firm:** Parsons

**Project/Assignment Duration:** 2011-2016

**Owner Contact Information:** Darryl VanMeter, GDOT, 404-631-1703, dvanmeter@dot.ga.gov

**Design/Construction Value:** \$176 Million Design Build Value

**Project Description:**

This project involved the phased implementation of a barrier-separated managed lane system on a 12- mile corridor of I-75, just south of Atlanta, and included several new managed lane interchange facilities: a system-to-system managed lane interchange with I-675; the evaluation/ modification of nine existing interchanges, including interchange modification/justification reports; and the widening of 17 bridges. It also included the restriping and widening of northbound I-75 for the addition of an auxiliary lane between the northbound acceleration lanes of the Eagles Landing Parkway/Hudson Bridge Road interchange and the exit lanes to I-675 in Henry County. Sunita was involved in developing the traffic study, interchange modification and justification reports, traffic analysis required for air and noise analysis and signing and marking plans for a design-build solicitation.

**Jimmy DeLoach Connector Design Build, Chatham County, Georgia**

**Key Personnel Role:** Lead Traffic Engineer

**Experience with Current Firm:** Parsons

**Project/Assignment Duration:** 2011-2016

**Owner Contact Information:** Andrew Hoenig, GDOT, 404-631-1757, ahoenig@dot.ga.gov

**Design/Construction Value:** \$77 Million Design Build Value

**Project Description:**

This project included construction of the 3.1-mile-long Jimmy DeLoach Connector, a new roadway alignment that began at Bourne Avenue/SR 307 and terminated at the existing eastern end of the Jimmy DeLoach Parkway, Chatham County, Georgia. The project was primarily needed to accommodate port-related truck traffic and relieve congestion on SR 21. It constructed three new interchanges at Bourne Avenue, Grange Road, and the Jimmy DeLoach Parkway. Sunita was involved in developing the traffic study and signing and marking plans for a design-build solicitation. She also provided plan review services to GDOT during the design build phase.

- 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.  
Not Applicable



**Project/Assignment Duration:** Project 2015-2018, Assigned 2015-2018  
**Owner Contact Information:** SCDOT, Nathalia Chandler, [ChandlerNR@scdot.org](mailto:ChandlerNR@scdot.org), (803) 737-2278  
**Design/Construction Value:** 6.8 Million (Est.)

**Project Description:**

This project consists of the replacement of US 401 bridges over High Hill Creek, Jefferies Creek and Lake Swamp in Darlington County, South Carolina. The new bridges will be on the existing alignment and will accommodate two 12-foot lanes and two 10-foot shoulders. The Lake Swamp bridge will be approximately 150 feet in length, Jefferies Creek bridge will be approximately 120 feet in length, and the High Hill Creek bridge will be approximately 100 feet in length. Geotechnical services provided for this project included submittal of Preliminary Geotechnical Reports and Final Geotechnical Reports.

**USC Aiken Pedestrian Bridge Over Robert M. Bell Parkway**

**Aiken County, South Carolina**

**Key Personnel Role:** Geotechnical Engineer of Record  
**Experience with Current Firm:** GeoStellar Engineering, LLC  
**Project/Assignment Duration:** Project 2015-2017, Assigned 2015-2015  
**Owner Contact Information:** Chao & Associates (Client), Jimmy Chao, jimmy@chaoinc.com, (803) 772-8420  
**Design/Construction Value:** \$1.8 Million

**Project Description:**

The project consists of constructing a single span pedestrian arch bridge over Robert m. Bell Parkway (SC19/118). Ed's primary responsibility is to be the geotechnical engineer of record for the design of the pedestrian bridge. This project is designed in accordance with SCDOT geotechnical design standards, as the bridge is located within the SCDOT rightofway. The bridge abutment foundations consist of a group of eight H-piles that were designed to support the bridge and resist significant lateral loads exerted by the arch bridge design. MSE walls were evaluated for external stability to retain bridge approach fills. Static and seismic slope stability analyses were performed at each bridge approach embankments. The geotechnical report included plan preparation notes, supplemental specifications, and special provisions.

**US 17 Bypass Interchange SC 707/Farrow Parkway (Phase II)**

**Myrtle Beach, Horry County, South Carolina**

**Key Personnel Role:** Geotechnical Engineer of Record  
**Experience with Current Firm:** GeoStellar Engineering, LLC  
**Project/Assignment Duration:** Project 2011-2015, Assigned 2011-2014  
**Owner Contact Information:** SCDOT, Mike Barbee, BarbeeMW@scdot.org, (803) 737-4034  
**Design/Construction Value:** \$75.8 Million

**Project Description:**

The project consisted of constructing a new interchange including approach embankments for the new bridge (Backgate Bridge) over SC 707/Farrow Parkway and four ramp embankments (Ramps A, B, C and D) providing access to and from SC707/Farrow Parkway. Ed's specific responsibility was to be the geotechnical engineer of record for the roadway embankment design and bridge abutment design, during the construction of the US 17 Bypass Interchange at SC707/Farrow Parkway, this included providing geotechnical redesign services and construction support services. The project was constructed along the existing alignment using a complex traffic control staging program. Difficult subsurface conditions involved 40 to 60 feet of compressible cohesive soils underlain by a liquefiable sand layer. To meet geotechnical LRFD design and construction performance requirements, innovative geotechnical solutions were used that included lightweight aggregate, wick drains, soil mixing, stated MSE wall construction, and a comprehensive geotechnical instrumentation monitoring system.

- 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.

Not Applicable

**KEY INDIVIDUAL RESUME FORM**

<b>Brief Resume of Key Personnel anticipated for the Project.</b>	
a. Name & Title:	<b>Paul Franklin Clement, PE</b> Senior Vice President
b. Role of Key Individual for this Project:	<b>Hydraulic Engineer</b>
c. Name of Firm with which you are now associated:	<b>JOHNSON, MIRMIRAN &amp; THOMPSON, INC.</b>
d. Years experience: With this Firm <u>28</u> Years      With Other Firms <u>12</u> Years	<p><b>Johnson, Mirmiran &amp; Thompson, Inc. (JMT): Associate thru Senior Vice President</b> – Water Resources Section Head responsible for H/H, SD, ESC and SWM-BMP facility assessment, inventory, inspection, maintenance; enhancement, retrofit and design; reports for SD, culverts, channels, SWM facilities, ESC, MOT and drainage; impervious surfaces SWM treatment; SWM design/retrofits; develop technical reports, guidelines, standards and procedures; develop reports, plans (Microstation CADD), specifications and estimates; perform water quality research activities; analysis and review of drainage and SD design/inspection/maintenance; video inspection, stream channel restoration, waterway permits, watershed H/H modeling (TR-55, TR-20 and HEC-RAS); peer reviews; GEC Services; Special Project Reviews; wetland/other permit applications; Developer's access/utility reviews; NPDES/environmental reviews and laws, regulations &amp; guidelines. <b>June 1989 to Present</b></p> <p><b>Maryland Department of the Environment: Chief, Plan Review Division</b> – Responsible for the supervision of the MDE Plan Reviewers, review of projects and signing of approvals and modifications for ESC, SWM and NPDES for all State and Federal Projects in Maryland. Implemented laws and COMAR regulations and oversaw development of Guidelines and Technical Documents and studies related to ESC and SWM within the State of Maryland. <b>July 1987 to June 1989</b></p> <p><b>Maryland Department of Natural Resources: Water Resources Engineer I, II, III and IV</b> – As a reviewer, was responsible for review of ESC, SWM, NPDES Industrial Discharges and waterway construction applications, plans, reports and computations for compliance with Maryland laws, regulation and guidelines. As a Compliance Inspector, was responsible for inspection of operations for coal/surface mining, oil handling, surface water appropriations, ESC/SWM and NPDES Industrial Discharge Permits/Approvals. <b>September 1977 to June 1989</b></p> <p><b>North Carolina Department of Transportation: Co-op Engineer-in-training</b> –A variety of positions within the transportation department concerned with the design, construction, maintenance and administration of transportation projects. Engineering work included design of highways, hydraulic structures, traffic signals/computerized traffic systems and signage. <b>June 1973 to June 1976</b></p>
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):	University of Maryland, College Park, MD/ Master of Science/1982/Water Resources Engineering Virginia Polytechnic Institute and State University, Blacksburg, VA/ Bachelor of Science /1977/ Civil Engineering
f. Year First Registered/State/Discipline/All Active Registration #s:	1987/MD/Registered Professional Engineer #15466 (Also registered in PA, VA, WV, FL, DE) Rosgen Stream Geomorphology Levels 1-4, Certified Professional in E&SC #3716
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b>Project Example No. 1</b>      <b>I-85 Reconstr./Widen. MM 77-98 (D-B), Spartanburg/Cherokee Cos., SC</b></p> <p><b>Key Personnel Role:</b>      Lead Hydraulic Engineer</p> <p><b>Experience with Current Firm:</b>      Johnson, Mirmiran &amp; Thompson, Inc. (JMT)</p> <p><b>Project/Assignment Duration:</b>      Project 2016-Present / Assignment 2016-2018</p> <p><b>Owner Contact Information:</b>      South Carolina Department of Transportation (SCDOT), Mr. Bradley Reynolds, PE, Reynoldsbs@scdot.org, 803-737-1440</p> <p><b>Design/Construction Value:</b>      \$435.5 Million (Construction)</p> <p><b>Project Description:</b>      The SCDOT proposes improvements to an approximately 21-mile long section of the I-85 corridor designed to rehabilitate asphalt, increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. The project was broken up into four (4) sections. Mr. Clement managed the design for drainage, ESC and SWM and environmental permits for all four (4) sections.</p> <p><b>Project Example No. 2</b>      <b>Design-Build Emergency Bridge Replacement of Cypress Gardens Road (S-9-9) over CSX RR, Moncks Corner, SC</b></p> <p><b>Key Personnel Role:</b>      Chief Hydraulic Engineer</p> <p><b>Experience with Current Firm:</b>      Johnson, Mirmiran &amp; Thompson, Inc. (JMT)</p> <p><b>Assignment Duration:</b>      Project 2014, Assigned 2014</p> <p><b>Owner Contact Information:</b>      South Carolina Department of Transportation (SCDOT), Mr. Kevin Turner, PE TurnerMK@scdot.org, 843-746-6726</p> <p><b>Design/Construction Value:</b>      \$3.07 Million (Construction)</p> <p><b>Project Description:</b>      Mr. Clement was responsible for management of the design for drainage, ESC and SWM and environmental permits for the design build /emergency repair project. The key points for the project as a whole; truncated schedule, early and consistent stakeholder involvement, and adaptability during the design and</p>

construction process also apply to the ESC for the project. Project initiation began June 5, 2014 and the Hydraulic Design Study Report/SWPPP/NOI documents were submitted and received approval by June 18, 2014. Integral to this quick turnaround was talking directly with personnel at SCDHEC to ensure they were aware of the project specifics and that JMT was aware of what they were expecting as part of the submittal documents. During active construction (June 25, 2014) it was determined that the project would need a haul road to keep the construction schedule intact. JMT updated/amended and resubmitted the NOI the following day and received SCDHEC approval of the amended NOI on June 30, 2014, this allowed the project to stay on schedule.

**Project Example No. 3**

**Key Personnel Role:**  
**Experience with Current Firm:**  
**Project/Assignment Duration:**  
**Owner Contact Information:**

**I-695/ 11th Street Corridor (Design-Build) Bridges over the Anacostia River and Interchanges, Washington, DC**

Chief Hydraulic Engineer  
 Johnson, Mirmiran & Thompson, Inc. (JMT)  
 Project 2009-2015, Assigned 2009  
 District Department of Transportation (DDOT), Mr. Joseph Dorsey, PE,  
 joseph.dorsey@dc.gov, 202-210-4542

**Design/Construction Value:**  
**Project Description:**

\$351 Million (Construction)  
 Reconstruction and reconfiguration of the interchange of the Southeast/Southwest Freeway and the Anacostia Freeway over the Anacostia River in Southeast Washington, DC (a distance of approximately 1 mile). Mr. Clement was responsible for the drainage, hydrology and hydraulics (H&H), erosion and sediment control (ESC), stormwater management (SWM) and environmental permits (including SWPPP) and approvals for complete replacement of the existing bridge/highways with new structures, retaining walls and revised intersections along 11th Street and I-295 and I-695 on both the downtown and Anacostia sides of the river. Evaluation of bridge scour due to both non-tidal and tidal flows along the Anacostia River and bridge design to withstand the anticipated scour without structural failure was performed. Designed new and reconstructed drainage system and obtained approvals for ESC and SWM. Coordinated design with the GEC, District of Columbia agencies and Federal agencies (including National Park Service)

**Project Example No. 4**

**Key Personnel Role:**  
**Experience with Current Firm:**  
**Project/Assignment Duration:**  
**Owner Contact Information:**

**ICC Design/Build Contract C, ICC/US 29, ICC/Briggs Chaney Road, and ICC/I-95 Interchanges, Prince George's and Montgomery Counties, MD**

Chief Hydraulic Engineer  
 Johnson, Mirmiran & Thompson, Inc. (JMT)  
 Project 2007-2013, Assigned 2007  
 Maryland State Highway Administration (MSHA), Mr. Douglas Simmons,  
 DougSimmons@jmt.com, 410-316-2264. Mr Simmons used to be employed by SHA before joining JMT in 2016.

**Design/Construction Value:**  
**Project Description:**

\$513 Million (Construction)  
 Mr. Clement was responsible for H/H studies, analysis and design for open and closed storm drain design, SWM and ESC; H/H, SWM and ESC plans, reports and permits; and consultation during construction for the MD 200 (ICC"C") from west of US 29 to west of I-95. Provided detailed H/H design and scour analysis for Little Paint Branch, an environmentally sensitive stream, and for a temporary bridge crossing. Coordinated the designs with the MDSHA, the ICC Project Team and MDE.

**Project Example No. 5**

**Key Personnel Role:**  
**Experience with Current Firm:**  
**Project/Assignment Duration:**  
**Owner Contact Information:**

**I-95/I-695 Interchange (Section 100) Exp.Toll Lanes Baltimore County, MD**

Chief Hydraulic Engineer  
 Johnson, Mirmiran & Thompson, Inc. (JMT)  
 Project 2003-2011, Assigned 2003  
 Maryland Transportation Authority (MDTA). Mr. David LaBella, PE,  
 dlabella@mdta.state.md.us, 443-271-8804

**Design/Construction Value:**  
**Project Description:**

\$450 Million (Construction)  
 Mr. Clement was responsible for drainage, ESC, SWM, H/H studies and stream restoration assessment/design/monitoring and environmental (MDE/USACE) permits for Stemmer's Run. Assessments included stream classification, reference reach assessment, biological, chemical, and physical data collection, monument settings and monitoring to determine the overall state of the existing stream, bankfull discharge verification, USGS gage analysis, pebble counts, sediment transport sampling and analysis, geotechnical investigations, H/H Models (GIS Hydro2000 and TR20 and Existing/Proposed Conditions floodplains utilizing HEC-RAS), concept design alternatives to develop innovative construction techniques, topographic/stream surveys, forest delineation/roadside tree permits, cost benefit analysis, design plans and report preparation.

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. **Not required to be on-site full time.**

**KEY INDIVIDUAL RESUME FORM**

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	<b>JOHN ALAN COLLUM, PWS, CEPSCI</b> Vice President/Senior Environmental Scientist
b. Role of Key Individual for this Project:	<b>Environmental Manager / Permit Coordinator</b>
c. Name of Firm with which you are now associated:	<b>JOHNSON, MIRMIRAN &amp; THOMPSON, INC.</b>
d. Years of Experience: With this Firm <u>14</u> Years      With Other Firms <u>3</u> Years	<b>Johnson, Mirmiran &amp; Thompson, Inc. (JMT):</b> <i>Vice President/Senior Environmental Scientist</i> – Mr. Collum joined JMT via its merger with Tidewater Environmental Services Inc. and is currently a Senior Environmental Scientist in West Columbia, SC. He participates in the development of JMT’s transportation design and environmental practices in South Carolina, and in design-build pursuits. He provides environmental consultation services to public sector clients for NEPA, wetlands permitting and mitigation. <b>October 2015 – Present</b> <b>Tidewater Environmental Services Inc. (acquired by JMT):</b> <i>Vice President/Senior Project Manager</i> – Mr. Collum managed NEPA documents and wetlands permitting for transportation improvement projects. He is highly experienced with environmental permitting, regulation, protected species and the Endangered Species Act (including EFH), 303(d) list issues, the National Historic Preservation Act, the Coastal Zone Management Act, coordination of regulating agencies, and stream & wetlands mitigation. <b>October 2004 – October 2015</b> <b>Dial Cordy and Associates, Inc.:</b> <i>Environmental Scientist</i> – Mr. Collum developed USACE 404/401 permit applications, mitigation monitoring reports, and conducted site analyses for environmental conditions (wetlands impacts) and wetlands permit compliance. <b>2003 –2004</b> <b>SC Department of Health and Environmental Control (SCDHEC):</b> <i>Environmental Health Manager</i> – Evaluated federal decisions for compliance with Section 401 of the Clean Water Act as well as applications for State Navigable Waters Permits. Project decisions involved coordination with the USACE, USFWS, SCDNR, SHPO, and SCDHEC. <b>2001 –2003</b>
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):	University of SC / Columbia, SC / Masters of Science / 2001 / Earth and Environmental Resources Management Clemson University / Clemson, SC / Bachelors of Science / 1999 / Biological Sciences
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s:	2012 / SCDHEC / Certified Erosion Prevention and Sediment Control Inspector (CEPSCI) / #737 2013 / Professional Wetland Scientist (PWS) / #2314
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<b>Project Example No. 1</b> <b>I-85 Reconstr./Widen. MM 77-98 (D-B), Spartanburg/Cherokee Cos., SC</b> <b>Key Personnel Role:</b> Environmental Manager / Permit Coordinator <b>Experience with Current Firm:</b> Johnson, Mirmiran & Thompson, Inc. <b>Project/Assignment Duration:</b> Project 2016-Present / Assignment 2016-2018 <b>Owner Contact Information:</b> South Carolina Department of Transportation (SCDOT), Mr. Bradley Reynolds, PE, Reynoldsbs@scdot.org, 803-737-1440 <b>Design/Construction Value:</b> \$435.5 Million (Construction) <b>Project Description:</b> Approximately 20 miles of interstate reconstruction and widening, with 4 major interchange improvements. Mr. Collum was responsible for the acquisition of the USACE Individual Permit & SCDHEC 401 Water Quality Certification. He made recommendations to the contractor for expectations of time and expenses associated with environmental approvals and associated activities. He authored the Environmental Compliance Plan, conducted Agency Coordination Effort and pre-application project meetings, and co-authored the NEPA EA Re-evaluation. He recognized the urgency of the project’s mitigation options prior to the pre-bid phase and provided the contractor with viable permittee-responsible mitigation (PRM) options. After selection of a viable option, he facilitated PRM’s JD and agency coordination site visits, authored the PRM’s NEPA Non-programmatic CE and incorporated the conceptual and final mitigation plans (which were also produced by JMT) into the permit application.

<p><b><u>Project Example No. 2</u></b>  <b>Key Personnel Role:</b>  <b>Experience with Current Firm:</b>  <b>Project/Assignment Duration:</b>  <b>Owner Contact Information:</b></p> <p><b>Design/Construction Value:</b>  <b>Project Description:</b></p>	<p><b>I-77 Widening and Rehab. (D-B) MM 15–27 Richland County, SC</b>  Environmental Manager/Permit Coordinator  Tidewater Environmental Services Inc. (acquired by JMT)  Project 2016-2018 / Assignment 2016  South Carolina Department of Transportation (SCDOT), Mr. Tyke Redfearn III, PE, RedfearnWT@scdot.org, 803-737-1430  \$88.4 Million (Construction)  This project consists of approximately 12 miles of interstate reconstruction and widening. Mr. Collum advised the contractor and design engineer on what permits were required, at what stage of design the permit could be developed, the risks and complexity of mitigation for the project (it could not be served by just one mitigation bank, and banks had limited credits) and how long to anticipate regulatory approval. He was responsible for coordination and overseeing all aspects of generating USACE General Permit and Environmental Compliance Plan. Project issues which were overcome included work beyond the original JD (for the rehab section, as well as OFD cleanouts), endangered species list changes mid-project, migratory birds, bridge construction access, and securing mitigation from 2 separate private mitigation providers.</p>
<p><b><u>Project Example No. 3</u></b>  <b>Key Personnel Role:</b>  <b>Experience with Current Firm:</b>  <b>Project/Assignment Duration:</b>  <b>Owner Contact Information:</b></p> <p><b>Design/Construction Value:</b>  <b>Project Description:</b></p>	<p><b>I-26/Volvo Interchange (D-B) – Approx MM 189 – Berkeley County, SC</b>  Environmental Manager / Permit Coordinator  Johnson, Mirmiran &amp; Thompson, Inc.  Project 2017-present/Assignment 2017  South Carolina Department of Transportation (SCDOT), Mr. Daniel Burton, PE  BurtonD@scdot.org, 843-371-0342  \$1.75 Million (Design) / \$43.8 Million (Construction)  The Volvo Interchange is a new three-leg interchange along I-26 in Berkeley County. Mr. Collum made recommendations to the contractor for expectations of time and expenses associated with environmental approvals. During the pre-bid phase, extra care was taken to reduce impacts to wetlands. Mr. Collum prepared the USACE permit modification request, coordinated with the County’s consultants the SC Department of Commerce and the SCDOT; the USACE approved the Individual Permit modification in 13 business days. Concurrent with this, Mr. Collum also prepared the Environmental Compliance Plan which included all environmental commitments, permit conditions, roles, and responsibilities.</p>
<p><b><u>Project Example No. 4</u></b>  <b>Key Personnel Role:</b>  <b>Experience with Current Firm:</b>  <b>Project/Assignment Duration:</b>  <b>Owner Contact Information:</b></p> <p><b>Design/Construction Value:</b>  <b>Project Description:</b></p>	<p><b>I-85/385 Interchange Improvements (D-B), Greenville County, SC</b>  Resource Agency Coordinator (CE&amp;I)  Johnson, Mirmiran &amp; Thompson, Inc.  Project 2015-present; Assignment 2015- present  South Carolina Department of Transportation (SCDOT), Mr. Phillip Sandel, PE, SandelTP@scdot.org, 803-737-1351  \$231 Million (Construction)  This project consists of improvements to the Interstate 85/Interstate 385 System Interchange, widening of I-385 through the interchange area and rehabilitation to portions of I-85 just north and south of the interchange area. As a subconsultant to on the CE&amp;I team, Mr. Collum is responsible for resource agency coordination, which includes: Environmental mitigation/permit monitoring; Permit requirement tracking; Permit modification tracking; overseeing monthly environmental compliance inspections conducted by JMT and ensuring compliance with applicable state laws regarding environmental issues</p>
<p><b><u>Project Example No. 3</u></b>  <b>Key Personnel Role:</b>  <b>Experience with Current Firm:</b>  <b>Project/Assignment Duration:</b>  <b>Owner Contact Information:</b></p> <p><b>Design/Construction Value:</b>  <b>Project Description:</b></p>	<p><b>Design-Build Bridge Package C</b>  Environmental Manager  Tidewater Environmental Services, Inc. (acquired by JMT)  Project 2012-2014 / Assignment 2012-2014  South Carolina Department of Transportation (SCDOT), Mr. Claude Ipock, PE; IpockCR@scdot.org, (803) 737-4202  \$14.0 Million (Construction)  Mr. Collum served as Environmental Manager and was responsible for preliminary scoping, coordination &amp; overseeing all aspects of generating USACE SCDOT GPs and SC Nav Waters permits for 7 design-build bridge replacement projects in Lancaster, Laurens, Union, and York Counties, SC.</p>
<p>h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. <b>While not required to be on-site full-time for the duration of construction, Mr. Collum will be available and committed to the Project for the duration of his functional responsibility.</b></p>	

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a.	Name & Title: John Edward Terry SC Right of Way Program Manager
b.	Role of Key Individual for this Project: Right of Way Manager
c.	Name of Firm with which you are now associated: THC, Inc.
d.	<p>Years of Experience: With this Firm <u>1+</u> Years      With Other Firms <u>31</u> Years</p> <p>THC, Inc.: Right of Way Program Manager – Responsible for overseeing and managing Right of Way Land Acquisition projects in South Carolina, January 2017 – Present</p> <p>Primacq, Inc. (fka Terrell, Hundley &amp; Carroll ROW Services, Inc.): SC State Manager – Responsible for managing Right of Way Land Acquisition projects in the South Carolina, 2003 – January 2017</p> <p>Terrell, Hundley &amp; Carroll Right of Way Services, Inc.: Right of Way Manager – Responsible for managing Right of Way Land Acquisition projects in the South Carolina, 2002 – 2003</p> <p>Moreland Altobelli Associates, Inc.: State Right of Way Manager – Responsible for managing Right of Way Land Acquisition projects, 2001 – 2002</p> <p>Moreland Altobelli Associates, Inc.: Project Manager – Responsible for managing Right of Way Land Acquisition projects, 1998 – 2000</p> <p>South Carolina DOT: Right of Way Agent II – Responsible for acquiring Right of Way, 1991 – 1998</p> <p>Universal Field Services, Inc.: Right of Way Agent – Responsible for acquiring Right of Way, 1988 – 1991</p> <p>Southern Right of Way, Inc.: Right of Way Agent – Responsible for acquiring Right of Way, 1986 – 1988</p>
e.	Education: University of South Carolina/Columbia, SC/Bachelor of Arts History/1986
f.	Active Registrations: South Carolina Real Estate License #68115, Georgia Real Estate License #347536
g.	<p>Document the extent and depth of your experience and qualifications relevant to the Project.</p> <p>Mr. John Terry has over 31 years of experience acquiring and managing Right of Way Land Acquisition projects. His Design-Build experience includes the Johnnie Dodd's Boulevard Improvements project in Mt. Pleasant, SC where John was the Right of Way Project Manager responsible for managing the acquisition and relocation on 218 parcels.</p> <ul style="list-style-type: none"> <li>- Right of Way Acquisition</li> <li>- Relocation Services</li> <li>- Managing Sub-consultants (title, survey, appraisals, etc.)</li> </ul> <p><u>Johnnie Dodd's Boulevard Improvements (Design-Build), Mt. Pleasant, SC</u>  <b>Key Personnel Role:</b> Right of Way Project Manager  <b>Experience with Current Firm:</b> No  <b>Project/Assignment Duration:</b> ROW completed 2009  <b>Owner Contact Information:</b>            Cal Oyer, Charleston County Project Manager, coyer@charlestoncounty.org, (843) 973-7288  <b>Estimated Right of Way Cost:</b> \$950,000.00  <b>Project Description:</b>            Johnnie Dodd's Boulevard Improvements was a Design-Build project; approximately three miles of mainline improvements and upgrades to associated frontage roads and side streets. The project began north of the Arthur J.</p>

Ravenel, Jr. Bridge and extended south of I-526. The existing Johnnie Dodd's Boulevard was widened from two lanes to three lanes in each direction including curb and gutter. The

frontage roads were widened to provide one lane in each direction with 4-foot wide, marked bike lanes including curb and gutter and sidewalk. A grade separated interchange carrying Johnnie Dodd's Boulevard over Bowman Road with three lanes in the southbound direction and two lanes in the northbound direction was also constructed together with widening of Bowman Road to six lanes under Johnnie Dodd's Boulevard with transitions to the proposed lane configurations and improvements to frontage road intersections with side roads. *Right of Way Management, Acquisition and Relocation Services; 218 parcels*

US Route 1 (Augusta Highway), Lexington, SC

**Key Personnel Role:** Right of Way Project Manager

**Experience with Current Firm:** No

**Project/Assignment Duration:** ROW completed 2016

**Owner Contact Information:**

Hugh Haddock, SCDOT Assistant Director of ROW, HaddockHS@scdot.org, (803) 737-1406

**Estimated Right of Way Cost:** \$125,000.00

**Project Description:** Improvements include widening the existing roadway from 2 lanes to 5, including curb and gutter. *Right of way services included acquisition and relocation services, title management, appraisals and appraisal reviews; 65 parcels*

SC Route 51 (Sections 1-4), Florence, SC

**Key Personnel Role:** Right of Way Project Manager

**Experience with Current Firm:** No

**Project/Assignment Duration:** ROW completed 2013

**Owner Contact Information:**

William C. Johnston, SCDOT Assistant Director of ROW, JohnstonWC@scdot.org, (803) 737-4441

**Estimated Right of Way Cost:** \$2.5 million

**Project Description:** SC Route 51 (Sections 1-4), Florence, SC: Widening of Pamplico Highway from east of Florence to Pamplico. Improvements include widening the existing roadway from 2 lanes to 5 lanes, including curb and gutter. Involved approximately 583 parcels. *Right of way services included acquisition and relocation services, title management, appraisals and appraisal reviews.*

\* On-call contracts with multiple task orders (on multiple projects) may not be listed as a single project.

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

N/A

**KEY INDIVIDUAL RESUME FORM**

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	Brian T. McGarity, E.I. Project Manager
b. Role of Key Individual for this Project:	Construction Manager
c. Name of Firm with which you are now associated:	Superior Construction Company SE, LLC
d. Years of Experience: With this Firm <u>11</u> Years      With Other Firms <u>0</u> Years	<p>Superior Construction: Project Manager – Directs the project management staff and field crews to ensure project safety, cost controls, and adherence to project schedules. Mr. McGarity currently serves as a Project Manager for Superior Construction Company. He has the skills required to oversee multiple projects simultaneously. He directs the project management staff and field crews to ensure project safety, cost controls, and adherence to project schedules. He is responsible for managing all bridge and road work activities as well as contractor quality control including segmental grouting and post tensioning. His other duties include scheduling, budgeting, cost estimating, and office administration. He also, holds numerous certifications including ACI Level I Concrete Testing Technician, Post-Tensioning Institute (PTI) Bonded Post Tensioning Installer, American Segmental Bridge Institute (ASBI) Grouting Training Certificate, and Advanced MOT and DEP Storm Water Management Inspector.</p>
e. Education:	University of North Florida / Jacksonville, Florida / Bachelor of Science / 2007 / Civil Engineering
f. Active Registrations: Year First Registered/State/Discipline/All Active Registration #s:	2020(exp) / FDOT / MOT Certified Supervisor 13650 2007 / FDEP Stormwater Erosion Control Inspector 16388 2017 / PTI Bonded PT Installer 01039832 2013 / FDOT/CTQO Quality Grout Technician Level 1 2017 / FDOT/PTI/ASBI / Flexible Filler Technician Advanced 2013 / ASBI / Certified Grouting Technician 2012 / OSHA / Certified Safety Standard Trained 2013 / Crane Institute of America / Certified Rigger-Signal 2016 / STSC / Safety Trained Supervisor 18843 2016 / OSHA / 30 Hour Construction Safety and Health 37-602000039 2018 / OSHA / 10 Hour Construction Safety and Health 001911454 2009 / ACI L1 Concrete Tech
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b>SR9B Phase III Design-Build</b>  <b>Key Personnel Role:</b> Project Manager  <b>Experience with Current Firm:</b> Firm 11 years  <b>Project/Assignment Duration:</b> Project 2015-Present  <b>Owner Contact Information:</b> FDOT, Sharon Griffith, PE, Phone: (386) 312-4821 Email: Sharon.griffith@dot.state.fl.us  <b>Design/Construction Value:</b> \$77.5 Million  <b>Project Description:</b>                  SR 9B is a vital transportation link for the rapidly growing Northwest St. Johns County region of Florida. When completed, this freeway system will provide improved access to Interstates 95 and 295 in Jacksonville. This project includes the construction of the final 2.5 miles the limited access highway and features 9 bridge structures. The signature structures on the project are the twin bridges over Durbin Creek and the surrounding wetlands. Crews are constructing these twin, 833 ft long bridges from temporary work trestles to minimize impacts to the environment. The project team has also coordinated with multiple utility agencies to ensure that conflicting facilities are relocated in a timely fashion.</p> <p><b>I-295 Interchange at Collins Road Design-Build</b>  <b>Key Personnel Role:</b> Assistant Project Manager</p>

**Experience with Current Firm:** Firm 11 years

**Project/Assignment Duration:** 2010-2014

**Owner Contact Information:** FDOT, Daniel B Lahey, PE Phone: 904-360-5553 Email: Daniel.Lahey@dot.state.fl.us

**Design/Construction Value:** \$64.9 Million

**Project Description:**

Assistant Project Manager responsible for managing the design submittals, roadway and MSE wall construction. The improvements under this Design Build project include a new interchange at I-295 and Collins Road, construction of a concrete collector-distributor road system; capacity improvements for Blanding Boulevard northbound on-ramp to I-295 southbound; resurfacing of Blanding Blvd. from Clay County line to Collins Road; provide two additional travel lanes in every direction along I-295 from North of Roosevelt Blvd. interchange to north of Collins Road interchange.

**I-295 Interchange @ Heckscher Drive, Duval County, FL**

**Key Personnel Role:** Project Manager

**Experience with Current Firm:** Firm 11 years

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

**Owner Contact Information:** FDOT, Scott Lent Phone: (904) 360-5457 Email: [scott.lent@dot.state.fl.us](mailto:scott.lent@dot.state.fl.us)

**Design/Construction Value:** \$20.5 Million

**Project Description:**

Project Manager in charge of implementation of a major redesign – Cost Savings Initiative and eventual construction of the project. The improvements under this project include interchange improvements at I-295 and Heckscher Drive, construction of a concrete ramps, multi-span concrete bridge, and associated retaining walls and utility adjustments. Brian was instrumental in developing a Cost Savings Initiative that improved operational efficiency and generated total savings of over \$900,000.

**I-95 / I-295 North Operational Improvements, Jacksonville, FL,**

**Key Personnel Role:** Assistant Project Manager

**Experience with Current Firm:** Firm 11 years

**Project/Assignment Duration:** 2017-2011

**Owner Contact Information:** FDOT, Bill Downey P.E. (386) 527-5281 Email: [bill.downey@rsandh.com](mailto:bill.downey@rsandh.com)

**Design/Construction Value:** \$50.2 Million

**Project Description:**

Assistant Project Manager responsible for the segmental bridge foundations, substructure, and superstructure on the project. The improvements under this contract consist of the addition of a new segmental flyover ramp, widening of the existing interstate, milling and resurfacing, shoulder treatment, drainage improvements, lighting, signing, guardrail, bridges and other incidental construction on I-95 / I-295. The flyover bridge is a 2,256 LF variable depth post tensioned segmental flyover, allowing for high speed transition from I-95 SB to I-295 EB. The flyover consists of 234 segments over 10 spans with a total width of 49'. The new flyover consisted of more than 10,000+ CY of concrete, 2 million pounds of reinforcing steel and over 1 million LF of post tensioning strand.

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

Mr. McGarity currently serves as a Project Manager for the SR9B Phase III Project. Upon completion, Mr. McGarity will be available and assigned to this project upon notification of short-list.

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	Craig Alun Humphreys Quality Control (QC) Manager
b. Role of Key Individual for this Project:	Quality Control (QC) Manager
c. Name of Firm with which you are now associated:	Granite Construction Company
d. Years of Experience: With this Firm <u>16</u> Years	With Other Firms <u>11</u> Years
	<p>Granite Construction Company: Quality Control Manager – Implementation of and to ensure compliance with the Project QA/QC Plan. 2001 - Present</p> <p>Kiewit Construction: Quality Control Inspector – Acceptance testing and inspection of soils for grades and sub grades, embankments and backfills for roadways, utilities, retaining walls, sound walls and around structures. 1998 - 2001</p> <p>Atser, LLC: Lab Supervisor/Field Tech – Observation of contractor's operations for general compliance with plans and specifications, along with random soil and concrete testing to compare results with contractor's acceptance testing. 1997 – 1998</p> <p>Professional Service Industries (PSI): Lab / Field Tech for Construction Materials, Special Testing, and X-Ray / NDE Departments - Performing tests to many different ASTM, AASHTO and TXDOT specifications for soils, aggregates, mortars, concrete and asphalt. 1994 – 1997</p> <p>Cal Dive International: Tender and Diver for Oilfield Service - operating and maintaining life support equipment such as dive gear, hyperbaric chambers, diving compressors and compressed gasses. 1990 - 1993</p>
e. Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s):	<p>North Allegheny High School – Wexford, PA - Graduated (Diploma) 1983</p> <p>USMC - Honorable Discharge 1986</p> <p>The Ocean Corporation - Houston, Texas - Commercial Diver Training - Graduated (Diploma) 1990</p>
f. Active Registrations:	None
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>I-4 Ultimate, Orlando, FL</u></b></p> <p><b>Key Personnel Role:</b> QC Manager (Area 2)</p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2014-2021, Assigned 2015-Present</p> <p><b>Owner Contact Information:</b> FDOT, Loreen C. Bobo, P.E., <a href="mailto:Loreen.Bobo@dot.state.fl.us">Loreen.Bobo@dot.state.fl.us</a> (386) 943-5541</p> <p><b>Design/Construction Value:</b> \$2.3 Billion</p> <p><b>Project Description:</b> This design build project includes 21 miles of Interstate reconstruction / widening with 15 interchange redesigns, demolition of 68 overpass bridges and 145 individual bridge replacements. Responsibilities include implementation of and to ensure compliance with the Project QA/QC Plan. Duties include working with the project team to incorporate QA/QC requirements into work plans and implementing QA/QC witness and hold program. Providing guidance and training on the use of the Vair reporting system, reviewing and approving QC reports and checklists. Track QA and QC NCWRs to resolution, work with the project team to track and respond to NCRs. Prepare and maintain monthly compliance certification.</p> <p><b><u>183A Turnpike, Austin, TX</u></b></p> <p><b>Key Personnel Role:</b> Quality Control Supervisor</p> <p><b>Experience with Current Firm:</b> Yes</p> <p><b>Project/Assignment Duration:</b> Project 2004-2007, Assigned 2005-2007</p> <p><b>Owner Contact Information:</b> Central Texas Regional Mobility Authority, Mike Heiligenstein, <a href="mailto:mheiligenstein@ctrma.org">mheiligenstein@ctrma.org</a>, (512) 996-9978</p> <p><b>Design/Construction Value:</b> \$172 Million</p> <p><b>Project Description:</b></p>

Entailed a new multi-lane Turnpike, including frontage roads and ramps. Schedule was the biggest challenge in constructing this 11.6-mile toll road, which included project design, 22 bridges and toll facilities. All work was performed in conformance with stringent and highly sensitive environmental regulations within a limited turnpike right-of-way. QC Duties included QC inspection of all phases of construction to ensure compliance with plans and specifications. Helping production coordinate with QA for acceptance inspections and testing. Assisted production in resolution when quality issues arose in the field. Assisted QA Inspectors in coordinating profilograph testing. Coordinated efforts of grinding subcontractor to correct concrete paving irregularities and perform bridge deck pavement grooving. Assigned duties of Concrete Paving Engineer for approximately five months - established concrete paving schedule, ordered all materials for concrete paving operations, coordinated and directed rebar installation subcontractor and saw and seal subcontractor.

#### **I-15 Reconstruction, Salt Lake City, UT**

**Key Personnel Role:** Quality Control Inspector (*began as Lab Supervisor/Field Tech*)

**Experience with Current Firm:** No

**Project/Assignment Duration:** Project 1997-2001, Assigned 1997-2001

**Owner Contact Information:** Tom Warne, formerly UDOT, [twarne@tomwarne.com](mailto:twarne@tomwarne.com), (801) 541-2619

**Design/Construction Value:** \$1.3 Billion

#### **Project Description:**

This design build project includes 16 miles of Interstate reconstruction / widening with 3 interchange redesigns, and 142 individual bridge replacements. Duties included acceptance testing and inspection of soils for grades and sub grades, embankments and backfills for roadways, utilities, retaining walls, sound walls and around structures. Acceptance testing and inspection of concrete and reinforcing where used for curb and gutters, sidewalks and driveway approaches, minor structures such as catch basins, retaining walls, moment slabs, copings and footings, foundations for walls, bridge piers, signs, sound walls and right of way fencing. Performed acceptance testing and inspection of asphalt operations for permanent roadways, overlays and temporary areas. Items inspected for general compliance to plans and specifications such as water and sewer lines, overhead and ground mounted signs, roadway striping, both temporary and permanent as well as temporary guidance or directional signs, detours and overall maintenance of traffic.

#### **METRO Solutions Light Rail Transit Project (Phase II) Houston, TX**

**Key Personnel Role:** Quality Control Manager (North Corridor)

**Experience with Current Firm:** Yes

**Project/Assignment Duration:** Project 2009-2015, Assigned 2009-2011

**Owner Contact Information:** Metropolitan Transit Authority of Harris County, Bryan Pennington, [bp07@ridemetro.com](mailto:bp07@ridemetro.com), (713) 652-8610

**Design/Construction Value:** \$1.3 Billion

#### **Project Description:**

This design build project includes 22 miles of new light rail systems Duties include Managing QC Inspectors and Technicians assigned to the north Corridor and ensuring they are performing inspections and testing of all construction activities and generating inspection and test reports as required. Manage inspection and testing reports from QA and QC Labs and Inspectors and provide them to Document Control. Assist Inspectors, Field Engineers, and Superintendents with quality issues in the field. Manage Deficiency Notices and Nonconformance Reports. Coordinate with three different firms providing QA/QC services to obtain invoices and generate payment requests to payroll for processing. Perform quarterly audits on Subcontractors and Production personnel.

- 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.  
Craig is currently assigned to the I-4 Ultimate P3 widening and rehab project in Orlando, FL as the QC Manager. Craig will transition to the QC Manager on this project, prior to the beginning of construction on the I-26 project.

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a.	Name & Title: Lawrence Emery Hirschak, SMS, CHST Safety Manager
b.	Role of Key Individual for this Project: Safety Manager
c.	Name of Firm with which you are now associated: Granite Construction Company
d.	Years of Experience: With this Firm <u>14</u> Years      With Other Firms <u>30</u> Years  Granite Construction Company: Regional Safety Manager – Responsible for safety on all projects in the Southeast Region, 2004 - Present Quehanna Training Center: Training Site Administrator – Manage one of 3 PENNDOT Regional Training sites for Transportation Equipment Operators across the state, Direct and coordinate instructor staff for classroom and field training on the operation of trucks and heavy equipment, 2003 - 2004 IA Construction Corporation: Corporate Safety Director   Regional Safety Officer/QCV Manager   Plant Superintendent/Quality Control Technician – as Corporate Safety Director- Assure overall effectiveness of the IA Construction Corporation Safety Policies, review and upgrade safety policies, practices, and procedures, implement new laws and changes in OSHA and MSHA Standards, and manage claims. As Regional Safety Officer - Conduct Plant and Jobsite Safety Inspections, Distribute and Maintain Weekly Tool Box Talks, Develop and Review Pre-Job Hazard Analysis Worksheets, Investigate, Document, Maintain and Review all CDL Regulations and Driver Files. Radiation Safety Officer responsible for Maintaining the 7 Moisture Density Gauges in the Region and all NRC Documentation. Resolve Quality Control and Material Issues, Review Mix Designs, Arrange and Coordinate Training for Technicians, Jobsite Q.C. As Plant Super/QC Tech - Manage Hot Mix Asphalt Plant Operations and Maintenance, perform All Laboratory Testing in accordance with PENNDOT specifications. Responsible for all Safety and Environmental Issues and Regulations at the Plant. 1976 - 2003
e.	Education: Name & Location of Institution(s)/Degree(s)/Year(s)/Specialization(s): Penn State University / State College, PA / BS / 1975 / Law Enforcement And Corrections
f.	Active Registrations: Safety Management Specialist (SMS) Certification #694 Construction Health and Safety Technician (CHST) Certification # C1738 NYC DOB 40 Hr. Site Safety Manager Course SSPC C-3 Supervisor/Competent Person for Deleading Industrial Structures SSPC C-5 Supervisor/Competent Person Refresher for Deleading Industrial Structures 8 Hr. Lead Awareness Training 8 Hr. Asbestos Awareness Training OSHA 500 Certified to teach OSHA 10Hr. and 30Hr. courses-Construction OSHA 501 Certified to teach OSHA 10Hr. and 30Hr. courses-General Industry OSHA 521 Guide to Industrial Hygiene Crosby Rigging Trainer Trenching and Shoring Competent Person Training Flagger Training Instructor Troxler Radiation Safety Officer Certified Radiation Safety Certification PENNDOT CDL Supervisor's Drug and Alcohol Testing Requirements Workplace Violence Prevention Training Reasonable Suspicion Training Sexual Harassment Prevention Training CPR and First Aid Training ASSE Member

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

**I-4 Ultimate, Orlando FL**

**Key Personnel Role:** Safety Director

**Experience with Current Firm:** Yes

**Project/Assignment Duration:** Project 2014-2021, Assigned 2015-Present

**Owner Contact Information:** FDOT, Loreen Bobo, P.E., Program Manager, [loreen.bobo@dot.state.fl.us](mailto:loreen.bobo@dot.state.fl.us),  
386-956-4193 cell

Volkert, Rico Lepore, P.E. Quality Assurance Manager, [rico.lepore@volkert.com](mailto:rico.lepore@volkert.com),  
407-623-6475 office, 813-363-7183 cell

**Design/Construction Value:** \$2.3 Billion

**Project Description:**

This design build project includes 21 miles of Interstate reconstruction / widening with 15 interchange redesigns, demolition of 68 overpass bridges and 145 individual bridge replacements. Responsibilities include:

- Manage the EHS Program for the Project.
- Work closely with Project Senior Management to update policies
- Provide oversight of the EHS staff of 11 and an Administrator.
- Work closely with Project Risk Manager on claims management.

**I-40/440 Widening and Reconstruction Raleigh, NC**

**Key Personnel Role:** Regional Safety Manager

**Experience with Current Firm:** Yes

**Project/Assignment Duration:** Project 2013-2018, Assigned 2015-2018

**Owner Contact Information:** NCDOT, Boyd Tharrington, [btharrington@ncdot.gov](mailto:btharrington@ncdot.gov), (919) 220-4600

**Design/Construction Value:** \$180 Million

**Project Description:**

Design and construction for the reconstruction of an 11.5-mile section of I-40 and I-440 between the US 1 and US 64/264 interchanges. This heavily traveled section of interstate requires significant and complex maintenance of traffic. In addition, the widening of 10 existing mainline bridges. The project required coordination with North Carolina Railroad and Norfolk Southern Railroad, as three of the bridge widenings were over active rail lines. Responsibilities included:

- Facilitate the implementation of the Safety and Health Program
- New Hire Orientations and other safety training
- Manage DOT Driver Logs
- Accident Investigation, Root Cause and Corrective Action Processes
- Claims reporting and management of them along with the company insurance department
- Leading indicator program management (Inspections, Take Five, Work Plans, JHAs, Behavior Based Training)

**Five Stations - Brighton Line, New York**

**Key Personnel Role:** Safety Manager

**Experience with Current Firm:** Yes

**Project/Assignment Duration:** Project 2008-2011, Assigned 2009-2011

**Owner Contact Information:** Metropolitan Transit Authority – New York City Transit, Anwar Lakhane, (646) 252-2417

**Design/Construction Value:** \$161 Million

**Project Description:** The project consisted of the total reconstruction of 5 elevated subway stations for the New York City Transit. It included the addition of Annex buildings to (2) of them. Responsibilities included manage and facilitate implementation of Construction Accident Prevention Program, fulfill all MTA Contract specific requirements for Safety Manager/Engineer, provide any necessary safety training, conduct new hire safety orientations, record and monitor safety documentation requirements for supervision. Additional responsibilities included conduct accident/incident investigations and reporting into Risk Console, manage Workers Compensation and General Liability Claims, assist Development and Review Safe Work Plans and monitor implementation and manage Community Relations with neighbors, businesses and concessions

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.

Larry will be available and committed to the Project for the duration of his functional responsibility.



**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**Granite Construction Company**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify Contractor's responsibilities	d. Actual or Estimated Construction Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Lead Contractor or Major Subcontractor (in thousands)
Name: <b>I-4 Ultimate</b> Location: <b>Orlando, FL</b>	Name: Granite Construction Company ( <i>A minority member of Skanska-Granite-Lane (SGL) Joint Venture</i> )	Name of Owner: Florida DOT Project Manager: Loreen Bobo, P.E. Phone: 386-956-4193 (cell) Email: loreen.bobo@dot.state.fl.us	2021	\$2,300,000	Approximately \$1,541,000

**g. Narrative describing the work performed by Lead Contractor.**



Granite Construction is a member of the Skanska-Granite- Lane construction Joint Venture that is constructing the I-4 Ultimate project under a Design-Build P3 contract to I-4 Mobility Partners (the Concessionaire) who holds the contract with the Florida Department of Transportation (Owner). Interstate 4 (I-4) connects the west and east coasts of Florida, from the Tampa Bay area through Metropolitan Orlando and to Daytona Beach on the Atlantic shoreline. This project is a 40-year public-private partnership concession agreement to design, build, finance, operate and maintain 21 miles of I-4 from west Kirkman Road in Orange County to east of State Road 434 in Seminole County. The construction JV, is responsible for reconstructing 15 major interchanges; constructing 145 bridges; and completely rebuilding the entire 21 miles of interstate travel lanes. Over 66 miles of RCP drainage pipe, 14,000 foundation pile of all types, 10 million CY of embankment and excavation, 3 million SF of MSE wall, 1.1 M Tons asphalt paving, 580,546 SY concrete paving of express lanes, 335 overhead sign structures, and 1900 street lights are being incorporated into the project. 78 existing bridges are being demolished as the new bridges are opened to traffic. Extensive Maintenance of Traffic plans and dedicated Contractor MOT crews support the construction activities. Other major work activities include 4 variable priced toll Express lanes, 9 tolling gantries and related facilities, lighting, and intelligent transportation system, MSE walls, traffic barriers and ROW fencing. Landscaping includes 27,000 trees and 72,000 shrubs, most native varieties. "Hardscaping" will include sidewalks and pedestrian bridge. Minimizing long-term maintenance costs was a major consideration of design and construction work, including materials selection. The 21-mile alignment was divided into 4 geographic areas (Areas 1 thru 4) and 1 corridor wide area (Area 5). Major project challenges include traffic control, geotechnical considerations, permit acquisition, storm water management, utility relocation and reconstruction of the highway while minimizing impacts to residents, local businesses, visitors, commuters and the traveling public. Redesigning the roadway to remove left entrances and exits and eliminate on-off ramps to improve traffic flow also presented challenges. **Proposed Key Individuals: Tom Boyle, Deputy Project Manager and Senior Project Manager for Area 1 and Area 5 of the project. On site prior to NTP1 and then for 3 years and 7 months.**

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

Notice to Proceed for design began 10/3/14 and Notice to Proceed for Construction began 2/1/15. To-date the Construction Joint Venture has successfully delivered over 95 Released for Construction Plan Packages, developed and implemented a comprehensive Quality Control program, completed over 140 traffic shifts, and opened 25 bridges to traffic. As of March 31, 2018, this project is approximately 52% complete (over \$1B in design & construction). Granite and its partners seek to mitigate potential delays and claims by managing resources, constructing as much non-critical path work as possible and exploring alternative Traffic Control Plans to re-sequence work and positively impact the critical path.

**i. Quality Initiatives. Discuss Contractor'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.**

Contractor developed a comprehensive project specific Quality Control Plan for this project that includes 1) witness & hold points, 2) daily inspections by contractor staff, 3) self-reporting of deficiencies and 4) proposed remediation to resolve any out of specification work. Pre-activity meetings are held on every item of work (Led by the QC Manager for each area) in which quality is the focus of discussion. Weekly QA/QC meetings to discuss and coordinate current QA/QC issues and monthly site visits are conducted in which representatives of the Contractor (QC), Concessionaire (QA) and Owner participate and make focused inspections of on-going work. A series of custom reports (issued with each monthly update) have been developed by the Contractor to manage a project of this size and complexity. For example, milestone traffic switches are pro-actively monitored as these switches are critical to advancing the work and opening the window of follow on work. Utilized Global Positioning System machine control for roadway construction. Initiated grade control training program with Trimble and coordinated with QA to implement stakeless inspection program.

**j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Contractor's shall provide a detailed explanation below.**

Not applicable

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER  
Granite Construction Company**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify Contractor's responsibilities	d. Actual or Estimated Construction Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Lead Contractor or Major Subcontractor (in thousands)
Name: <b>Fortify I-40/I-440</b>  Location: <b>Raleigh, NC</b>	Name: Granite Construction Company	Name of Owner: North Carolina DOT Project Manager: Boyd Tharrington Phone: 919-220-4600 Email: btharrington@ncdot.gov	June 2018	\$184,544,000	\$129,544

**g. Narrative describing the work performed by Lead Contractor.**



Project Limits are I-40/US-64 from SR 1319 (Jones Franklin Road) to North of US-64/US-264 (Knightdale Bypass) in Wake County. The southern portion of I-40/I-440 is 30 years old and is in need of extensive repairs and reconstruction. More than 100,000 vehicles travel this stretch of highway each day, putting a great deal of stress on the road's surface. Dubbed 'Fortify' by the NCDOT, the project is part of a 10-year plan to strengthen North Carolina's roadways and alleviate traffic congestion in the Triangle area. The project team's goal is to fortify the roadway for safer, more efficient travel for motorists who utilize this busy section of highway. Construction across the project involves removal of the existing concrete pavement, which Granite crushed on site and utilized as a class IV roadway stabilization, replacement of storm drain facilities and reconstruction of the roadway. All existing bridges received a 1.5" latex modified concrete overlay and 10 bridges were widened. Located within the I-40/440 'Split' Granite erected a new state of the art asphalt plant which produced slightly over 1 million tons of asphalt. Project Specifics include: 100 Lane miles of construction ; 49,000 LF of new RCP and CMP – 670 new precast drainage structures – 11,500 LF Slipline and Spin cast existing pipes to preserve (15" – 72" dia); 1,011,000 Tons of AC; 650,000 Tons of Base – 90% of this came from crushing the existing concrete roadway; 7500 CY of Concrete; 5100 LF Steel Girders Bridge Beams; 2500 SY New Deck Area – 41,780 SY of Latex Overlay; and 70,640 LF of Temp traffic barrier – 45,000 LF Permanent median barrier.

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

When Granite's price proposal of \$130M was submitted it had only two lanes of traffic at all times per the RFP. However, during the proposal phase Granite had brought up maintaining three lanes of traffic at all times even though the RFP only required two. Since NCDOT liked that innovation, after award they issued Granite a \$49M Supplemental Agreement to maintain three lanes of traffic during construction. This brought the "revised original" contact value to \$179M. In addition to the three lane MOT, NCDOT has added an additional \$7M in work in which the majority has been for emergency repairs and median barrier wall enhancements. Consequently, the revised original budget has only increased 3.7%. Due to the extra work and substantial inclement weather (2014 through 2017 construction seasons were approximately 40% wetter than normal and 2018 has been significantly colder than normal) which has appreciably impacted the paving schedule. To mitigate these challenges, Granite brought in paving crews from Arizona, Alaska and Washington State to supplement the local Granite paving crew(s). Due to the NCDOT emergency and enhancement changes and the inclement weather Granite is confident that NCDOT will grant the required time (the NCDOT Supplemental Agreements state that consideration will be given for same once the project is complete this summer). As a result, Granite does not anticipate any claims, dispute proceedings, litigation or arbitration on this project.

**i. Quality Initiatives. Discuss Contractor'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.**

Since the existing PCCP roadway being was being replaced with asphalt pavement Granite was innovative in purchasing a portable crusher and recycling the PCCP for base. This avoided hauling all the demolished PCCP to a waste area which we believe all the other proposers did. Granite also proposed an innovative solution to NCDOT to mitigate the subgrade undercuts. By NCDOT accepting this innovation minimized both cost and schedule impacts. Granite actively manages the schedule through Primavera for the overall project and has weekly meetings to review and update the three week look ahead schedule. Granite has the national resources to mitigate any delays and to adhere to the schedule. Granite is a strong advocate of partnering which results in avoidance of claims. This is also facilitated by the weekly meetings with NCDOT where all issues are discussed and a path forward is determined to mitigate. Being a large national company Granite has substantial resources such as full time scheduling experts, quality control experts, project control experts, craft and equipment resources that can support the individual projects on cost control, schedule management and other pertinent issues to enhance quality.

**j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Contractor's shall provide a detailed explanation below.**

See Appendix C

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER  
Granite 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 Contractor's responsibilities	d. Actual or Estimated Construction Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Lead Contractor or Major Subcontractor (in thousands)
Name: <b>NC-540 Western Wake Expressway Design-Build</b> Location: <b>Raleigh, NC</b>	Name: Granite Construction Company	Name of Owner: North Carolina DOT Project Manager: Ron Hancock, PE Phone: (919) 707-2400 Email: rhancock@ncdot.com	July 2013	\$468,830	\$187,532

**g. Narrative describing the work performed by Lead Contractor.**



This project required 12.6 miles of new toll road on the west side of the Raleigh-Durham metropolitan areas. Scope included 5.5 million CY of earthwork, construction of four major interchanges and 34 bridges. The project alignment snaked between existing neighborhoods and crossed 16 roads, which required extensive noise and dust control, as well as phased construction. Due to the rolling terrain, extensive erosion control measures were required including the use of approximately 150,000 tons of sediment control rock. Six of the mainline bridges crossed existing streams and wetlands. At each of these locations, a temporary trestle was installed as a platform from which to construct the bridges, as well as to provide access across the wetlands. The scope of work included management of the right-of-way (ROW) acquisition, as well as utility coordination with 106 different utility services, and the relocation of all wet utilities in conflict with the project. Utilities impacted included high pressure fuel lines as well as water lines that the sole source of water for adjacent homes. Other work included extensive drainage systems, box culverts, noise walls, concrete and asphalt paving, signing and tolling facilities.

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

The Western Wake Freeway project was delivered to the North Carolina Turnpike Authority (NCTA) ahead of schedule, under budget, with ZERO claims, dispute proceedings, litigation or arbitration. As the project neared completion, the NCTA requested that the Construction Joint Venture accelerate to open the north half of the toll road early. Opening almost seven miles of this toll road five months before the original contract completion date allowed the NCTA to begin collecting revenue and motorists to gain early benefit of the new facility. The remaining portion of the freeway was opened approximately one week ahead of the contract completion date, providing the NCTA with great public perception of the project. When issues and delays did arise on the Western Wake Freeway project, the Construction JV and the NCTA were able to quickly resolve issues and move the project forward. The proactive problem-solving approach by both contractor and owner resulted in ZERO claims and ZERO issues being elevated to the Dispute Review Board. The project was completed with costs below the NCTA's budget in addition to the early revenue collection made possible by early completion.

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

- The main key to project success at the Western Wake Freeway was the enthusiasm that all stakeholders embraced partnering. All parties agreed from the outset that issues would be resolved to the mutual benefit of all involved and not with the intent to create "winners" and "losers" when challenges were faced. Granite believes that by doing business this way, major infrastructure projects can be delivered with all project stakeholders winning.
- The Construction Joint Venture and NCTA were able to manage through tricky Right of Way procurement challenges and keep the project on schedule during the startup phase. Although the NCTA was not able to procure certain parcels on time, the Joint Venture and owner were able to change schedule sequencing, progress critical work and set the table early for a successful project.
- The Construction Joint Venture utilized machine control technology for every phase of the roadway construction. The construction team and owner/inspection teams partnered to build a stakeless inspection program that allowed owner reps to check line and grade contract conformance anywhere on the project without stringlines. Machine control and stakeless inspection was used for slope grading, subgrade, asphalt paving and concrete paving. The finished road product exhibited excellent rideability and drainage characteristics.

**j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Contractor's shall provide a detailed explanation below.**

Not Applicable

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**Superior Construction Company Southeast 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 Superior Construction Company Southeast LLC.	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 Superior Construction Company Southeast LLC. (in thousands)
Name: I-295 at Collins Road C/D System Location: Jacksonville, FL	Name: Superior Construction Company Southeast, LLC.	Name of Owner: FDOT Project Manager: Daniel B Lahey, PE Phone: (904) 360 - 553 Email: Daniel.Lahey@dot.state.fl.us	08/15/2014	\$ 64,926	\$ 35,287

g. Narrative describing the work performed by Superior Construction Company Southeast LLC. 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.

This \$66M D-B work included the design and construction of a new I-295 / Collins Road Interchange and a collector distributor (CD) Road system along I-295 from Roosevelt Boulevard connecting with the newly constructed Collins Interchange. The CD Road system consists of two concrete pavement lanes in each direction that will be used to access the existing SR-21 Blanding Boulevard and the proposed Collins Interchange. The CD Roads required modifications of the existing ITS system, the Blanding Ramps , construction of two new bridges over Ortega River, two new bridges over Blanding Boulevard, and the widening of the southbound span of the CSX railroad bridge. The CD portion of the roadway is 9.5” thick concrete pavement. This project received the DBIA Transportation Merit Award and FTBA Best in Construction - Interstate Award.

Each bridge had a high degree of difficulty in their construction.. Blanding Boulevard is a heavily travelled road and its intersection contains one of the top congestion points in Jacksonville. This complicated staging as well as construction while traffic was active. The Ortega River Bridge is an environmentally sensitive area so special attention was directed towards erosion control. The project also included significant railroad coordination due to work over existing tracks. The challenge involved the widening of the southbound span over CSX, which was completed in less than 120 days to meet the agreement between the Department and CSX. This being a design build project, SCC was able to eliminate some problems typically inherent when connecting to existing features and resolve some other constructability issues before they arose in the field by conferring with the EOR during the design phase.

SUPERIOR served as the Design-Builder responsible for design/railroad/utility coordination, traffic management, erosion control, bridge construction, earthwork, storm drainage, roadway grading, and concrete pavement

Superior self-performed 55% of the work in the project including the following major items of work:

6,967 LF of prestressed beams; 2,896 CY of structural concrete; 5,361 LF of prestressed concrete piling; 264,643 CY of embankment; 200,209 SF of MSE walls



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

Allowable Contract Days = 1,400 days, including weather and Holiday days granted; 1395 days used; Delays = None; Claims = None; Dispute Proceedings = None; Litigation = None; Arbitration = None

Budget = \$63,444,424.00 original budget, Fuel & Bituminous Adjustments \$1,111,489.00, Owner Initiated and Approved Change Orders \$1,481,496.00

Although not part of the original scope, the Department expressed concerns with the stability of the bulkhead walls for the existing bridges over the Ortega River due to a scour analysis report performed outside the project. The DB team accepted the challenge and promptly provided multiple engineering solutions to improve the stability of the existing bulkhead. Due to access restrictions, the final recommendation was the installation of an anchor and waler system. This system aided in redistribution of the soil load, which relieved stress on the existing soil anchor and improved overall stability. Utilizing special drilling equipment; the work was performed underwater meeting the overhead restrictions imposed by the existing bridge structure. The Department was very appreciative of the timely completion of this work, the prompt response from the D-B team, and the innovative solution to the problem providing cost effectiveness.

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

The widening of the south span of the bridge over CSX railroad presented a major challenge during construction of this project. The bridge required significant coordination with CSX and the local utility agency JEA. JEA had two high voltage transmission lines located overhead and underground of the proposed structure within the CSX right of way. CSX imposed a 120 day time frame to complete the work and remove any equipment, material and man-power from their right of way. The DB team partnered with all stakeholders to complete all the design and construction activities within CSX’s requested schedule. This partnership resulted in a plan that partially de-energized the existing lines (one time) and was supported by detailed monitoring and utility explorations during construction of the new foundations in proximity to the underground transmission line. The plan resulted in elimination of a major utility relocation and was executed without any outages to the community.

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

N/A

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**Superior Construction Company Southeast 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 Superior Construction Company Southeast LLC.	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 Superior Construction Company Southeast LLC. (in thousands)
Name: SR 9B (Future I-295) Phase 3  Location: St. Johns County, Florida	Name: Superior Construction Company Southeast, LLC.	Name of Owner: FDOT Project Manager: Sharon Griffith, PE Phone: (386) 312 - 4821 Email: Sharon.griffith@dot.state.fl.us	05/2018	\$ 77,578	\$ 48,874

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

SR 9B is a vital transportation link for the rapidly growing Northwest St. Johns County region of Florida. When completed, this freeway system will provide improved access to Interstates 95 and 295 in Jacksonville. This project includes the construction of the final 2.5 miles of limited access highway and features 9 bridge structures. SUPERIOR is currently severing as the Design-Build Manager responsible for design coordination, utility coordination, traffic management, erosion control, bridge construction, earthwork, storm drainage, roadway grading and concrete pavement.

This \$77.5M D-B project provides a new limited access highway from I-95 to CR 2209, which includes a single point urban interchange at Peyton Parkway and a partial interchange connection at CR 2209. The project incorporates 141,000 sy's of new concrete pavement construction and nine bridge structures throughout the corridor. Two of the notable features in corridor are the 189 FT single span at Peyton Pkwy, and the twin 833 FT bridges over Durbin Creek through environmentally sensitive wetlands. Crews constructed these twin 833 FT long bridges from temporary work trestles to minimize impacts to the environment. The project team has also coordinated with multiple utility agencies to ensure that conflicting facilities are relocated in a timely fashion.

Superior is self-performing 63% of the work on the project including the following major items of work:

16,000 LF of prestressed concrete beams; 7,700 CY of structural concrete; 21,600 LF of prestressed piling; 1,720,000 CY of embankment; 141,000 SY of concrete pavement and grading; 137 LF prefabricated Steel pedestrian Bridge



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

Time = 900 original days, 110 weather and holiday days granted, 950 days used

Budget = \$79,728,000.00 original budget, Fuel & Bituminous Adjustments -\$1,253,590, Owner Initiated and Approved Change Orders -\$842,697

Delays = None; Claims = None; Dispute Proceedings = None; Litigation = None; Arbitration = None

A key to the success of the Superior D-B team on this project has been the active coordination with multiple stakeholders including St. Johns County and GL National/Devlin (developer). Both of these entities approached the team to discuss and coordinate future projects and determine potential conflict points. The result of this coordination was the award of substantial contracts to Superior to design and build the subject improvements. Both owners saw the value of having one contractor coordinate all activities within the growing corridor to reduce conflicts and accelerate the completion of the improvements.

i. Quality Initiatives. Discuss Superior Construction Company Southeast, LLC. 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 project is currently 99% complete. A key strategy developed by the team early on was to accelerate the construction of the embankment construction by adding crews and additional work hours. This proactive measure has enabled all succeeding activities to proceed at an accelerated pace. Additionally, Superior is self-performing the construction of the concrete pavement which has enabled the project to proceed at a much more consistent pace than it would have seen if a subcontractor was paving.

The D-B team has worked closely with the FDOT to negotiate deductive change orders related to the contract provided by the City. This reduction accounted for overlap in scope between the two projects.

In addition, the team has worked closely with the CEI, FDOT, and developer GL National/Devlin to accommodate changes to our original design that will allow the improvements to the new mixed-use development to proceed with minimal conflicts.

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

N/A

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER  
Lead Designer/Major Sub-consultant – Use for all B fields]**

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 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 B (in thousands)
Name: <b>Northwest Corridor Express Lanes D-B</b> Location: <b>Atlanta, Georgia</b>	Name: <b>Parsons Transportation Group Inc.</b>	Name of Owner: <b>Georgia Department of Transportation (GDOT)</b> Project Manager: <b>Stephen Lively</b> Phone: <b>770.359.9528</b> Email: <b>Slively@dot.ga.gov</b>	Professional Services <b>09/2015</b> Estimated Construction <b>09/2018</b>	Original Bid Price - <b>\$598,533</b> Latest Cons. Cost - <b>\$624,226</b>	\$54,104

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

**PARSONS'ROLE** – Parsons is the lead designer and performed approximately 80% of the design work including structures design, roadway design, drainage, utility coordination and relocation design, maintenance of traffic and complex geotechnical analysis. The work was done in a co-located project office in Marietta, Georgia with support from offices including the office in Raleigh, North Carolina.



**PROJECT NARRATIVE & SCOPE** - This urban freeway project includes 29.7 miles of reversible toll lanes along I-75 and I-575 in Cobb and Cherokee counties in metropolitan Atlanta. The scope of work includes earthwork, roadway, concrete pavement, pavement widening/overlay, grading, retaining walls, interchanges, 39 bridges, intelligent transportation systems (ITS), lighting and tolling construction and environmental permitting. All toll lanes are concrete paved. Project limits extend along I-75 from I-285 to Hickory Grove Road, and along I-575 from the I-75/I-575 interchange to Sixes Road. The traffic control system includes automatic gating systems for the reversible lanes. Reversible ramps providing connection to and from I-285 general-purpose lanes are also a part of the proposed improvements. The project includes the design of 39 bridges totaling approximately 27,500 linear feet and 1.02 million square feet of bridge deck supported by 195 intermediate bents.

**PROJECT CHALLENGES & INNOVATIVE SOLUTIONS –**

**Utility Coordination** - 26 utility companies have facilities in the project corridor and up to 250 potential utility conflicts. Actual conflicts minimized to under 50 locations through design refinement and 3D clash detection. Extensive geotechnical assessments were conducted to accurately predict settlement and develop mitigation measures at high fill areas; **Maintenance of Traffic** - The project includes new managed-lane connections at two system interchanges at I-285 and I-575. Parsons and the design-build joint venture developed a comprehensive traffic plan that maximizes off-line construction, maintains the existing number of travel lanes during peak hours, and allows a safe and efficient construction staging plan; **Right of Way** - Innovative designs allowed the owner to reduce the amount of right-of-way purchased from a total of 81 parcels pre-bid to fewer than 20 parcels resulting in significant schedule and cost savings; **Structural Design** - The project's structural complexity required flexibility in the choice of materials that complemented the construction means and methods. All 39 bridges are constructed with a cast-in-place concrete deck supported on steel plate girders or prestressed concrete beams. Bridges within the I-285/I-75 interchange and I-75/I-575 interchange use curved steel girders. All other bridges within the project utilize prestressed bulb-tees or AASHTO I-beams. The basic pier design utilized widely on the project includes a hammerhead pier cap, a single column, and a foundation with four steel H-piles. At bridges with a wide superstructure or bridges within a congested area, multi-column piers or straddle bents are used. At locations where the vertical clearance is critical, an inverted concrete tee pier cap is being used to minimize the structural depth.

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

With an overall bid price of \$599 million, the project team including Parsons, saved approximately \$110 million through innovative designs and alternative technical concepts. The innovative design allowed the owner to reduce the amount of right-of-way purchased. Project is on schedule for completion in Fall 2018 and there have been no claims to date.

**i. Quality Initiatives. Discuss Parsons' 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.**

Parsons established a comprehensive system of independent checks and peer reviews on this one of a kind project in Georgia's history. Going above and beyond the requirements of the quality plan, Parsons established excellent working relationships with GDOT plan reviewers through "over the shoulder reviews" to ensure effective solutions were developed, reviewed and approved quickly at the lowest levels. For uniquely challenging situations such as high fills of over 35 feet on old culverts, Parsons engaged our in-house geotechnical and structural practice leads to develop unique, cost effective solutions that were tailored to individual site. Schedule management was a top priority and this was achieved by weekly P6 updates and regular partnering meetings with the contractor and owner.

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

Parsons' response was "No" to all questions.

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER  
Lead Designer/Major Sub-consultant – Use for all B fields]**

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 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 Parsons (in thousands)
Name: <b>SH 183 Managed Lanes (Midtown Express)</b> Location: <b>Dallas/Ft Worth, Texas</b>	Name: <b>Parsons Transportation Group Inc.</b>	Name of Owner: <b>TxDOT</b> Project Manager: <b>Dan Peden</b> Phone: <b>214-320-6112</b> Email: <b>dan.peden@txdot.gov</b>	Professional Services <b>10/2018</b> Actual Construction <b>5/2018</b>	<b>\$800,000</b>	\$54,184

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

**PARSONS ROLE** – Parsons serves as lead designer to the design-build contractor, SouthGate Mobility Partners. The design includes general purpose lanes, managed toll lanes, frontage roads, and local crossing streets. The design services include roadway, drainage, concrete pavement, structures, maintenance of traffic, geotechnical, landscape, lighting, traffic signals, signing, wet utilities, intelligent transportation systems (ITS), and electronic toll collection infrastructure along SH 183 and SH 114. Work was performed at the Project Office in Irving, TX and at Parsons’ offices throughout the country.



**PROJECT NARRATIVE & SCOPE** – SH 183 serves as a primary artery between Dallas and Fort Worth, and has remained relatively unchanged since 1973 when an additional main lane in each direction was added. The current highway can no longer adequately meet demand, and congestion is expected to double in coming decades. Phase 1 includes increasing the capacity of SH 183 and portions of SH 114 and Loop 12 with the addition of one managed toll lane in each direction. The managed lane will feature dynamic tolling designed to keep traffic moving at 50 mph. The improvements include the direct-connectors (DC) between SH 114 and SH 183 and SH 183 and Loop 12 within the general footprint of the existing interchanges. The improvements will have complex geometry and connections to mainlane roadways and managed lanes. The SH 114/SH 183 DC include mainlane direct connectors for both directions of the mainlanes and an additional DC for the managed lanes. Between SH 183 and Loop 12 the SB loop 12 to WB SH 183 DC is at grade. The EB SH 183 to NB Loop 12 DC and the two-lane two-way managed lane DC are both elevated structures. All of these structures have been laid out to incorporate pre-stressed concrete beam with no steel spans. Designs also use long steel straddle bent caps to reduce span lengths such that steel girders are not necessary and erection over active roadways requires limited shutdown.

**PROJECT CHALLENGES & INNOVATIVE SOLUTIONS** – One of the major cost savings introduced during the design process was a modification to the SH 183 / Beltline Interchange. The proposed schematic for the project indicated large right-of-way (ROW) acquisitions on the westside of the interchange, along the north and south sides of SH 183. The proposed bridge bents in the schematic were more than twice the size required. The bridge bents were analyzed for size and the roadway alignments were adjusted to reduce the proposed ROW and maintaining all of the required traffic movements. This resulted in a savings of \$40 million in ROW and \$10-15 million in utility relocation costs. Another innovative design refinement was the Loop 12 to IH 35E Wishbone Interchange. During a constructability review of the TxDOT proposed schematic, the design team realized construction traffic impacts that would greatly reduce the operational efficiency of the interchange during construction. The alternative design relocated the Wishbone structure approximately 3100 feet to the south. This are provided several benefits; 1) There was more room for the wishbone to be constructed, 2) Construction impacts to traffic in Loop 12/IH 35E interchange was greatly reduced and 3) Construction time was also reduced. Overall, this allowed the Loop 12 Managed Lanes to be shifted to the outside of the mainlanes, which allowed for a smoother transition from the Loop 12 Managed Lanes to the on IH 35E Managed Lanes. These modification greatly improved traffic operation during construction and after construction completion. Approximate savings to the project \$10-20 million.

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

Parsons completed basic design services on time, to allow construction to progress as scheduled. There were elements of change on project, but otherwise work was performed within agreed to contract budget terms. There has been no disputes, delay claims, litigation or arbitrations.

**i. Quality Initiatives. Discuss Parsons’ 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.**

Parsons developed and performed all work in accordance to a Professional Services Quality Management Plan (PSQMP). This comprehensive plan was instrumental in keeping or work on schedule and within budget. The PSQMP established processes for the performance of quality activities by the design staff, including subconsultants. All project staff were trained on the PSQMP. The focus of the plan was conformance to the contract and satisfaction of client requirements. The PSQMP was based upon years of experience in quality performance on Parsons lead design-build projects, and the procedures, practices and performance requirements therein are a compilation of Parsons’ best quality practices.

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

Parsons’ response was “No” to all questions.

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER  
Lead Designer/Major Sub-consultant – Use for all B fields]**

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 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 B (in thousands)
Name: <b>I-64/SR 15 Interchange at Zions Crossroads</b> Location: <b>Louisa County, Virginia</b>	Name: <b>Parsons Transportation Group Inc.</b>	Name of Owner: <b>VDOT</b> Project Manager: <b>Greg Cooley</b> Phone: <b>540-829-7500</b> Email: <b>Gregory.Cooley@vdot.virginia.gov</b>	Professional Services Completion with Post Design Services and Client Final Acceptance <b>04/2014</b> Actual Construction estimate <b>04/2014</b>	<b>\$ 6,883</b>	<b>\$923</b>

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

**PARSONS ROLE** – Parsons was the lead designer to provide design services, including engineering services during construction for the design build contract to construct improvements to the Route 15 and I-64 interchange in Louisa County, VA. All work was performed from our Fairfax, Virginia office (which has since moved to Tysons, Va). **Project won the 2014 ACEC/MW Engineering Excellence Award - Honor Award and 2015 DBIA National Award of Merit Award in the Transportation Category**



**PROJECT NARRATIVE & SCOPE** – This project improves traffic operations and safety by converting the existing standard diamond interchange into a diverging diamond interchange (DDI) and by improving the Route 15 and Spring Creek Parkway intersection. This is the first DDI in the Commonwealth of Virginia. As the lead designer, Parsons was responsible for all components of roadway design, 3D modeling, traffic analysis, drainage design, geotechnical investigations, signing and lighting, the development of a traffic management plan and other related work. Parsons was also responsible for the public involvement for this project which included traffic simulations, 3D models and truck stop leave behind cards to help explain the operations of the new configuration to the professional driving community. The outreach included meetings with the nearby communities, trucking operations (including the nearby truck distribution centers) and EMS including assistance with emergency plan development.

**PROJECT CHALLENGES & INNOVATIVE SOLUTIONS -**

This is the first Diverging Diamond Interchange in Virginia and the interchange conversion requires a unique traffic maintenance plan and maintenance of traffic development. Parsons' innovative redesign of the Virginia Department of Transportation's initial concept further improved safety while reducing maintenance costs, the number maintenance of traffic phases, overall costs, and the construction schedule.

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

Since this was the first DDI in the Commonwealth, VDOT had not developed guidance for this interchange type. Parsons national experience with these innovative interchanges was paramount to the success of the project. Initially, Parsons developed modifications to the RFP/VDOT developed concept that reduced impervious surface, eliminated almost all of the utility and ROW impacts, reduced long term maintenance requirements and reduced overall project costs by over 15%. Once awarded the project Parsons worked closely with the client, VDOT, to ensure a successful project. This included developing design criteria and guidance for DDIs that would eventually be used to develop standards for the Commonwealth. One specific example of the close working relationship and the effort entailed was the step by step transition plan developed and implemented to ensure a smooth and safe transition from the traditional diamond configuration to the new DDI. This transition was completed overnight through a 4-phase, 64-step Operations Plan that fully encompassed each and every process in a very complicated Traffic Control Plan while maintaining traffic through the project (a much safer alternative to detouring traffic miles out of the way onto rural roadways). The client’s goals of on-time and within budget were met very well and the public, though admittedly skeptical at the concept, have embraced the concept after our extensive public outreach and are benefitting from the reduced accidents in the area. The project was completed on schedule and opened to traffic on February 21, 2014, ahead of schedule. This project resulted in a dramatic improvement in traffic operations and safety at the Zion Crossroads interchange at minimal cost and impact to local businesses and the travelling public, resulting in an overall win-win for the client, the users, and the taxpayers!

“I answered a lot of questions and concerns from residents during construction. All of the benefits of the DDI that VDOT promised have come true and the phone calls have gone away. Thank you.” - Dick Havasy, Louisa County Board of Supervisors

**i. Quality Initiatives. Discuss Parsons’ 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.**

Specific to the project, Parsons developed a project specific quality program that applied the Parsons internal requirements that went above the clients requirements. This resulted in an extensive quality control and assurance program that provided the client with documentation of the quality procedures for each submittal that included documentation of the comment resolution process and certification from the QA Manager that each package had gone through each step of the process correctly. This not only helped to ensure the client that the process was followed but it helped to highlight and show the outcome of each comment and thus sped the review process and limited the number of review cycles needed. In addition to ensuring a quality product, this quality process is imperative in keeping costs down and helped to reduce the project bid.

**j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Parsons shall provide a detailed explanation below. I do not believe we had any of these items, especially not on the designer side!**

Parsons’ response was “No” to all questions.

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**[Johnson, Mirmiran & Thompson, 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 JMT’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 JMT (in thousands)
Name: I-26/Volvo Interchange Design Build, Approximate MM 189  Location: Berkeley County, South Carolina	Name: Design Lead: Johnson, Mirmiran & Thompson (JMT) Construction Lead: Conti Enterprises, Inc.	Name of Owner: South Carolina Department of Transportation Project Manager: Daniel Burton, PE Phone: cell 843-371-0342 Email: BurtonD@scdot.org	Prof Services (design) substantially complete with RFC of all plan sets on 11/2017  Est. Const. Substantial Completion Date: 02/2019	\$ 43,893	\$1,752

**g. Narrative describing the work performed by JMT. Mt. Pleasant, SC, West Columbia, SC, Hunt Valley, MD**

New three-leg interchange with I-26 and the new Volvo Car Drive in Berkeley County, SC. JMT is the lead designer on this project responsible for Project Management and all road and bridge engineering and permitting, including USACOE permit modifications. JMT managed subconsultants delivering drainage design, MOT, geotechnical exploration and testing and media and community relations.

**Structural:** JMT designed three new bridges on horizontally curved alignments. Structures used flared prestressed concrete girders supported by multi-column bents founded on pile supported footings and integral end bents with MSE walls supporting the embankments. In-depth seismic design/analysis was required. A multi-modal response spectral analysis was conducted to determine displacement demands at the end bents and interior pier. The stiffness provided by the full passive pressure of soil was accounted for behind the end bents and wingwalls in constructing this model. Additionally, the interior bent pile footing stiffness was modeled using a pile group analysis and was included as part of the interior bent subsystem. Interior bent piles are detailed as a capacity protected section to ensure no below ground plastic damage. The interior bent was isolated and analyzed using nonlinear static (pushover) analysis to determine displacement capacity and yield behavior. Final demand/capacity and ductility ratios were checked against code requirements to ensure compliance.



**Environmental:** Final design reduced wetlands impacts by almost five acres. JMT prepared the USACE permit modification request, coordinated with the County’s consultants and the SC Dept. of Commerce, and the USACE approved the Individual Permit modification in 13 business days. Concurrent with USACE permitting, JMT personnel also prepared the Environmental Compliance Plan which included all environmental commitments and permit conditions, roles, and responsibilities.

**Roadway Design:** Ramps serving the west side (to/from Columbia) of the interchange are one-lane ramps, while ramps serving the east (to/from Charleston) are dual lane ramps. A 1,500’ acceleration/deceleration lane was design at each ramp termination with I-26. Design considerations were given to accommodation of lane reversals for hurricane evacuations. Design followed all SCDOT standards. MSE walls were used and kept to a minimum for economics and the geometry of bridge crossing over I-26 was kept to a radius to allow chorded concrete girders instead of more costly curved steel. The project site is located within a large wetland area so design was optimized to minimize wetlands impacts while maintaining all of the required design parameters. JMT maximized roadside safety by minimizing guide rail and non-traversable slopes at bridge approaches and along I-26. Cement stabilized earth, wick drains and geotextiles were used in the embankment design to reduce the need for more expensive ground modifications.

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

Project is moving along well due to collaboration between Conti, JMT and SCDOT/HDR. JMT Key SC based personnel (Jim O’Connor, David Russell (Road Design) and John Collum, (Environmental Manager) optimized the geometric alignment to reduce the overall project footprint and wetlands impacts. This resulted in an expeditious USACE permit mod approval. Approval was non-standard for SCDOT as the DOT is not the owner/applicant. Coordination with Dept. of Commerce, Volvo, and their consultants was required, several previous permit modifications had to be taken into consideration, and SCDOT USACE liaisons were not part of the approval. The environmental permitting for the project was highly successful due to the proactive planning and coordination by JMT and Conti.

**i. Quality Initiatives. Discuss JMT’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.**

When subconsultant Geotech. staff proved less familiar with SCDOT standards than expected, JMT’s Quality Manager, Jim O’Connor, supplemented their staff with JMT’s in-house geotechnical engineer (Kumar Garimella) to help bring consensus to the geotechnical design, particularly for the embankments, during design-review with the SCDOT/ HDR. Doing this at JMT’s cost unselfishly kept the project moving, and showed Conti and SCDOT/HDR that “getting the design right” was our highest priority. JMT maximized roadside safety by minimizing guide rail and non-traversable slopes at bridge approaches and along I-26. When pile test PDA’s showed lower soil performance than expected, Conti and JMT quickly worked to add additional piles to the footing group in order to keep the project moving and minimize schedule delays, as well as modifying the pile installation plan to eliminate vibrating them in as to not disturb the in-situ material and gain better strength values. Conti also opted to add length to abutment H-piles at their own cost to assure early capacity gain and not risk schedule delays.

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

JMT’s response was “No” to all questions.

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**[Johnson, Mirmiran & Thompson, 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 JMT’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 JMT (in thousands)
Name: I-85 Reconstruction and Widening from Approximate MM 77 to MM 98 Location: Spartanburg and Cherokee Counties, SC	Name: Design : Parrish & Partners with JMT as primary sub Construction: Blythe Construction Inc. – Zachry Construction Company (Joint Venture)	Name of Owner: South Carolina Department of Transportation Project Manager: Bradley S. Reynolds, P.E., DBIA Phone: 803-737-1440 Email: reynoldsbs@scdot.org	Construction Estimated Date: 04/2021 Professional Services Completion Date: 12/2018	\$435,577	\$4,942

**g. Narrative describing the work performed by JMT. Mt. Pleasant, SC, West Columbia, SC, Hunt Valley, MD, Raleigh, NC**

This project includes improvements to an approximately 21-mile long section of the I-85 corridor designed to rehabilitate asphalt, increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. As a subconsultant, JMT provided bridge design, roadway design, MOT, hydraulic design, traffic engineering and environmental management. **Structural Design:** JMT designed the dual bridge rehab over Pacolet River, new interchange bridge at Exit 83 (Battleground Road) and culvert extensions in Sections 1 & 2. **Roadway Design:** JMT provided full roadway design services for Sections 1 and 2 on the project. Three interchanges are included within the limits of JMT’s portion of the project and interchange ramps were improved to bring them up to current standards. The project was designed to retain the existing median barrier, significantly reducing the cost of the project. The design for Section 2 consists of widening to the median to provide a new lane in each direction with median barrier separating the travel lanes. The project included coordination for a CSX rail crossing over the interstate and upgrades to an interchange at Battleground Road. This was a complex widening project and the plans were completed on schedule and within budget. JMT eliminated a number of retaining walls to reduce the cost of the project. Through innovative design techniques, JMT significantly reduced RoW takes. **Maintenance of Traffic:** The project was broken out into three separate areas. The widening section included the reconstruction of 4 interchanges with major changes to the grades of the cross road bridges while keeping the interchange ramps open. Construction sequencing was developed to balance traffic operations and safety. A transportation management plan was developed for the entire project. **Hydraulic Design:** JMT provided design of open drainage ditch systems, closed storm drain systems, outfall protection, erosion and sediment control and stormwater management best management practices along the mainline of I-85 for Sections 1 and 2, and for the Exit 83 interchange. JMT coordinated the CCTV of the existing storm drain systems including review of the video, make repair recommendations and designed remediation work. JMT prepared survey requests and performed field verifications of the surveys and coordinated the design with roadway, traffic, utilities, structures, signing and ROW. JMT provided the Lead Hydraulic Engineer for the project and was responsible for the preparation of responses to Bluebeam SCDOT comments, SCDHEC permit applications and permit acquisition including NPDES, NOI permits and Major Modifications of permits. **Traffic Engineering:** JMT conducted the design of signing, pavement markings, signals and ITS. Signing and marking plans included the layout and design of signs and supports plus the size and type of markings. The traffic signal plans included for both the maintenance of traffic and final conditions. ITS plans included CCTV and DMS. Traffic analysis was performed using SIDRA, VISSIM and Synchro. **Environmental:** The Contractor is responsible for permits and mitigation for the project and this project requires an Individual USACE permit. Due to the shortage of mitigation bank credit availability, JMT recommended that the contractor secure permittee-responsible mitigation (PRM) to compensate for unavoidable impacts to streams and wetlands. JMT identified PRM options for the contractor and was selected by the mitigation provider to deliver consulting services for the PRM. JMT staff secured the USACE Individual Permit for the I-85 project, produced Conceptual and Final mitigation plans, and conducted pre-application and interagency meetings for the project and mitigation.



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

As a major design sub-consultant, JMT was responsible for nearly half of the design effort. The management team worked closely together to ensure timely delivery and adherence to the schedule. Mr. David Russel PE was a key designer and his SCDOT experience was invaluable to the effort of finalizing plans. Through several alternative design concepts, costs for retaining walls, culvert extensions and Right of Way were significantly reduced throughout the project. The environmental approval was highly successful with advanced coordination of stakeholders and decision-makers. Mr. Collum with JMT coordinated with all design managers during production of the permit application. He provided the contractor several viable mitigation options and guided the Permittee-responsible mitigation through the USACE permitting process. JMT worked with the prime consultant and contractor to identify critical design items and modifications during construction to keep the contractor on schedule and provided deliverables in a timely manner to keep work activities moving during construction.

**i. Quality Initiatives. Discuss JMT’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.**

JMT is an ISO 9001 certified firm and each deliverable was reviewed with comments made, backchecked and verified. All major deliverables were made on schedule. To minimize conflicts, JMT held a weekly internal progress meeting with all disciplines participating to review design and schedule. This was in addition to the progress meetings and task force meetings held with the contractor team. Our goal was to minimize conflicts, ensure schedule adherence and maintain communications between the different design disciplines.

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

JMT’s response was “No” to all questions.



**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**Granite Construction Company**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify Contractor's responsibilities	d. Actual or Estimated Construction Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Lead Contractor or Major Subcontractor (in thousands)
Name: <b>Fortify I-40/I-440</b>  Location: <b>Raleigh, NC</b>	Name: Granite Construction Company	Name of Owner: North Carolina DOT Project Manager: Boyd Tharrington Phone: 919-220-4600 Email: btharrington@ncdot.gov	June 2018	\$184,544	\$129,544
g. Narrative describing the work performed by Lead Contractor.					
See Appendix B					
h. Self-Assessment. The information provided in this section should be a self-assessment of Contractor's performance on the project to identify Contractor with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Contractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
See Appendix B					
i. Quality Initiatives. Discuss Contractor'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.					
See Appendix B					
j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Contractor's shall provide a detailed explanation below.					
<p>1. <del>Reason(s) for delinquent status and/or default on this project, including ultimate resolution. N/A</del></p> <p>2. <del>Any claim(s) requiring litigation in which the resolution was not in favor of the Lead Contractor on this project. Provide claim amount(s). N/A</del></p> <p><b>3. Reason for delay longer than 30 days resulting in liquidated damage assessment for this project. Provide total project delays.</b>  On the I-40/440 project in Raleigh, NC for the NC DOT, liquidated damages have been tentatively assessed. Granite has time extension requests pending and awaiting resolution with NCDOT. Such time extensions would extend the required completion date to the extent that liquidated damages would not be due and the tentative assessment would be released. Pending the review of the time extension requests and before the adjustment of the current required completion date, the total project delay is approximately 11 months. The reasons for the extension of the project duration are:</p> <ul style="list-style-type: none"> <li>- Differing site conditions – unsuitable subgrade, overruns on Contract-basis quantities of work</li> <li>- Weather Delays above the Contract-specified allowances</li> <li>- 3 large change orders issued by Owner near end of project – each caused delays</li> </ul> <p>4. <del>Any OSHA violation deemed serious, willful, or repeated for this project. N/A</del></p> <p>5. <del>The final disposition of any claims filed for errors or omissions on the Lead Designer. N/A</del></p> <p><b>6. Any legal proceedings filed against the Lead Contract by the Lead Designer or vice versa on a design-build contract.</b>  Granite, the Lead Contractor, filed a claim and arbitration against RS&amp;H, the Lead Designer. Granite alleged design error in median barrier design. This minor matter was resolved in 2016 via arbitration award in Granite's favor. The project was <i>not</i> negatively impacted by the dispute.</p>					

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

**Granite 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 Granite Construction Company'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 Granite Construction Company (in thousands)
Name: 10600 South Interchange Improvements Location: SLC, UT	Name: N/A	Name of Owner: Utah Dept. of Transportation Project Manager: Ken Talbot Phone: (801) 887-3415 Email: kentalbot@utha.gov	05/2017 – ongoing	\$ 16,270	\$ 11,358

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

This project constructed a crossing under the 10600 South interchange which connects the I-15 northbound off-ramp to Monroe Street. This new crossing eased off-ramp congestion and increased safety for vehicles using the off-ramp to access eastbound 10600 South. In addition, the bridge deck over I-15 was resurfaced to provide a smoother driving surface and preserve the life of the structure.

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

N/A

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

N/A

j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Granite Construction Company shall provide a detailed explanation below.

1. ~~Reason(s) for delinquent status and/or default on this project, including ultimate resolution. N/A~~
2. ~~Any claim(s) requiring litigation in which the resolution was not in favor of the Lead Contractor on this project. Provide claim amount(s). N/A~~
3. ~~Reason for delay longer than 30 days resulting in liquidated damage assessment for this project. Provide total project delays. N/A~~
4. **Any OSHA violation deemed serious, willful, or repeated for this project.**  
Granite Construction was the general contractor on a site where a subcontractor had created an excavation and employees within the excavation did not have safe access/egress (ladder) within 25 feet as required. The ladder was approximately 33 feet from the location where the employees were conducting work activities. Granite received a citation as the controlling contractor on the project. An appeal is pending.
5. ~~The final disposition of any claims filed for errors or omissions on the Lead Designer. N/A~~
6. ~~Any legal proceedings filed against the Lead Contract by the Lead Designer or vice versa on a design-build contract. N/A~~

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

**Granite 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 Granite Construction Company'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 Granite Construction Company (in thousands)
Name: Seaside Retaining Wall Location: Wesport, CA	Name: N/A	Name of Owner: California Dept. of Transportation Project Manager: Chuck Lees, R.E. Phone: (707) 496-4351 Email: N/A	08/2014 – 12/2016	\$ 5,281	\$ 3,569

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

Soldier pile retaining wall and storm damage repair. Included erosion control, culverts, MBGR, cold plane AC, structure excavation and backfill (soldier pile wall), reinforced embankment, HMA dike (types C & F), HMA paving, and structural concrete.

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

N/A

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

N/A

j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Granite Construction Company shall provide a detailed explanation below.

1. ~~Reason(s) for delinquent status and/or default on this project, including ultimate resolution. N/A~~
2. ~~Any claim(s) requiring litigation in which the resolution was not in favor of the Lead Contractor on this project. Provide claim amount(s). N/A~~
3. ~~Reason for delay longer than 30 days resulting in liquidated damage assessment for this project. Provide total project delays. N/A~~
4. **Any OSHA violation deemed serious, willful, or repeated for this project.**  
A subcontracted lease truck was dumping aggregate materials in a location with walls on both sides; a Granite employee was standing near the rear trailer of the truck and when the truck rode up over the windrow, the back trailer slid and pinned the employee between the trailer and the wall. The Granite employee lacked sufficient task training to identify the potential for the trailer to slide..
5. ~~The final disposition of any claims filed for errors or omissions on the Lead Designer. N/A~~
6. ~~Any legal proceedings filed against the Lead Contract by the Lead Designer or vice versa on a design-build contract. N/A~~

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

**Granite 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 Granite Construction Company'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 Granite Construction Company (in thousands)
Name: Rapid Bridge Replacement Project Location: Statewide, PA	Name: HDR, Inc.	Name of Owner: Pennsylvania Dept. of Trans. Project Manager: Michael Bonini Phone: (717) 772-4664 Email: P3ForPA@pa.gov	03/2015 – ongoing	\$ 946,082	\$ Information Not Available (Non-Sponsored JV)

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

The project is an initiative to replace 558 aging bridges throughout Pennsylvania. Replacing the bridges will provide motorists with new, modern structures and allow PennDOT to remove them from their structurally deficient list.

The bridges are primarily crossings on smaller state highways, many in rural areas, rather than interstate bridges or large river crossings.

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

N/A

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

N/A

j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Granite Construction Company shall provide a detailed explanation below.

- ~~1. Reason(s) for delinquent status and/or default on this project, including ultimate resolution. N/A~~
- ~~2. Any claim(s) requiring litigation in which the resolution was not in favor of the Lead Contractor on this project. Provide claim amount(s). N/A~~
- ~~3. Reason for delay longer than 30 days resulting in liquidated damage assessment for this project. Provide total project delays. N/A~~
- ~~4. Any OSHA violation deemed serious, willful, or repeated for this project. N/A~~
- ~~5. The final disposition of any claims filed for errors or omissions on the Lead Designer. N/A~~
- 6. Any legal proceedings filed against the Lead Contract by the Lead Designer or vice versa on a design-build contract.**  
Walsh/Granite, the Lead Contractor, a joint venture of Walsh (managing partner) and Granite, filed certain claims and in 2017 litigation against HDR, the Lead Designer. Walsh/Granite alleges design errors and design delays. HDR alleges right to payments due. The case is pending. Notwithstanding the disputes, the parties have cooperated to complete the project without disruption.

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

**Granite 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 Granite Construction Company'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 Granite Construction Company (in thousands)
Name: IH-35E Managed Lanes  Location: Dallas, TX	Name: Archer/Granite Construction and PTG/HDR Design	Name of Owner: Texas Dept. of Transportation Project Manager: David Leavell, PE Phone: (214) 483-7600 Email: David.leavell@txdot.gov	05/2013 – ongoing	\$ 372,316	\$ Information Not Available (Non-Sponsored JV)

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

The scope of the project includes design and reconstruction of 28 miles between IH-635 and US 380 between Dallas and Denton Counties, a section known as one of Texas' 100 most congested roadways. In various segments, the project added two reversible managed lanes and one additional general purpose lane in each direction. The project also added a new southbound bridge at Lake Lewisville that will offer more reliability for commuters during major incidents.

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

N/A

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

N/A

j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Granite Construction Company shall provide a detailed explanation below.

- ~~1. Reason(s) for delinquent status and/or default on this project, including ultimate resolution. N/A~~
- ~~2. Any claim(s) requiring litigation in which the resolution was not in favor of the Lead Contractor on this project. Provide claim amount(s). N/A~~
- ~~3. Reason for delay longer than 30 days resulting in liquidated damage assessment for this project. Provide total project delays. N/A~~
- ~~4. Any OSHA violation deemed serious, willful, or repeated for this project. N/A~~
- ~~5. The final disposition of any claims filed for errors or omissions on the Lead Designer. N/A~~
- 6. Any legal proceedings filed against the Lead Contract by the Lead Designer or vice versa on a design-build contract.**  
AGL, the Lead Contractor, a joint venture of Archer Western (managing partner), Granite, and Lane, filed claims and eventually litigation against PTG/HDR, the Lead designer, a joint venture of Parsons Transportation Group and HDR. The project is I-35 in Dallas, TX. AGL alleges certain design errors. PTG/HDR alleges right to payments due. The case is pending. Notwithstanding the disputes, the parties cooperated to complete the project without disruption.

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

**Granite 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 Granite Construction Company'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 Granite Construction Company (in thousands)
Name: I-805 Direct Access Ramp (DAR) Location: San Diego, CA	Name: Dokken Engineering	Name of Owner: California Dept. of Transportation Project Manager: Marla Deyoe Phone: (619) 661-1342 Email: marla_deyoe@dot.ca.gov	04/2013 – 12/2016	\$ 48,784	\$ 45,909

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

Replaced existing bridge and constructed Direct Access Ramp. Widened existing highway to accommodate 2 CIP/PT bridges (5,955 CY), 18 CIP retaining walls (15,000 CY), 13,000 CY of white paving, 11,700 TN of HMA, ~7,000 LF of drainage, 126,000 CY of roadway excavation, 19,900 LF of K-Rail, 37,500 LF of temporary fiber roll, 19,900 LF of Type K temporary railing, 30,674 LF of 1" plastic pipe, 7,155 LF of 1 1/4" plastic pipe, 2,860 LF of 1 1/2" plastic pipe, 7,238 LF of 2" plastic pipe, 4,780 LF of 3" plastic pipe, 2,320 LF of 10" corrugated high density polyethylene (HDPE) pipe conduit, 1,135 CY of structural concrete bridge footing, 4,820 CY of structural concrete bridge, 14,080 CY of structural concrete retaining wall, 1,035 CY of structural concrete sound wall, 1 million LB of bar reinforcing steel bridge, 1.5 million LBS of bar reinforcing steel retaining wall, 4,020 LF of 24" alternative pipe culvert, 340 LF of 12" slotted plastic pipe, 1,830 LF of 24" reinforced concrete pipe, 62 LF of 30" reinforced concrete pipe, 80 LF of 36" reinforced concrete pipe, 92 LF of 48" reinforced concrete pipe, 9 LF of 30" Class IV reinforced concrete pipe, 23,250 LB of bridge deck drainage system, and 34,108 LB of miscellaneous iron and steel.

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

N/A

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

N/A

j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Granite Construction Company shall provide a detailed explanation below.

1. ~~Reason(s) for delinquent status and/or default on this project, including ultimate resolution. N/A~~
2. ~~Any claim(s) requiring litigation in which the resolution was not in favor of the Lead Contractor on this project. Provide claim amount(s). N/A~~
3. **Reason for delay longer than 30 days resulting in liquidated damage assessment for this project. Provide total project delays.**  
Liquidated damages, in excess of 30 days, have been withheld from progress payments by the owner, CADOT. Granite Construction Company (GCC) has submitted a request for an extension of time that would excuse all delay incurred on the Project; CADOT is currently reviewing this delay analysis and request for additional time.
4. ~~Any OSHA violation deemed serious, willful, or repeated for this project. N/A~~
5. ~~The final disposition of any claims filed for errors or omissions on the Lead Designer. N/A~~
6. ~~Any legal proceedings filed against the Lead Contract by the Lead Designer or vice versa on a design-build contract. N/A~~

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER  
Granite 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 Granite Construction Company'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 Granite Construction Company (in thousands)
Name: I-805 HOV Lanes Location: San Diego County, CA	Name: N/A	Name of Owner: California Dept. of Transportation Project Manager: Paul Hsu Phone: (619) 644-3525 Email: paul_y_hsu@dot.ca.gov	06/2012 – 11/2013	\$ 17,765	\$ 14,701
g. Narrative describing the work performed by Granite Construction Company. If submitting work completed by an affiliated or subsidiary company of Granite Construction Company, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
Widened 4-miles of freeway with new JPCP and AC for HOV lanes. Added new concrete barrier, electrical systems and striping. 16,400-CY of aggregate base, 13,900 TN HMA, 17,200 CY of Jointed Plain Concrete Pavement (JPCP), 16,000 LF of storm drain pipe, 341 drainage inlets, 12000 LF of grated line drain, 74,900 SQYD temporary hydraulic mulch, and 43,700 LF Type K temporary railing. Removed 21,200 LF concrete barrier. 42,300 CY roadway excavation, 43,300 LF seal pavement joint, 36,300 LF seal isolation joint. Ground 49,700 SQYD of existing concrete pavement. Furnished and installed 6,000 LB sign structure (lightweight), 58,710 LB sign structure (truss), 11,000 LF 24" alternative pipe culvert, 3,840 LF 24" reinforced concrete pipe. 111,161 LB miscellaneous iron and steel, 11,500 LF concrete barrier type 60, and modify traffic monitoring station, ramp metering systems at various locations.					
h. Self-Assessment. The information provided in this section should be a self-assessment of Granite Construction Company's performance on the project to identify Granite Construction Company with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Granite Construction Company that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
N/A					
i. Quality Initiatives. Discuss Granite Construction Company's quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
N/A					
j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Granite Construction Company shall provide a detailed explanation below.					
<ol style="list-style-type: none"> <li>1. <del>Reason(s) for delinquent status and/or default on this project, including ultimate resolution. N/A</del></li> <li>2. <del>Any claim(s) requiring litigation in which the resolution was not in favor of the Lead Contractor on this project. Provide claim amount(s). N/A</del></li> <li>3. <del>Reason for delay longer than 30 days resulting in liquidated damage assessment for this project. Provide total project delays. N/A</del></li> <li>4. <del>Any OSHA violation deemed serious, willful, or repeated for this project. N/A</del></li> <li>5. <del>The final disposition of any claims filed for errors or omissions on the Lead Designer. N/A</del></li> <li>6. <b>Any legal proceedings filed against the Lead Contract by the Lead Designer or vice versa on a design-build contract.</b> Granite filed for arbitration against CADOT alleging breach of contract for defective plans &amp; specs, constrained access, and differing site conditions. Claim amount was \$3,936,374.</li> </ol>					

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

**Granite 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 Granite Construction Company'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 Granite Construction Company (in thousands)
Name: SR 520 Eastside Transit Location: Seattle, WA	Name: H.W. Lochner	Name of Owner: Washington State Dept. of Trans. Project Manager: Brian Dobbins Phone: (206) 770-3518 Email: dobbinsb@wsdot.wa.gov	04/2011 – 03/2015	\$ 363,273	\$ 175,726

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

Scope of the SR 520 Eastside Transit and HOV Project included widening and reconstructing portions of the existing highway from the Lake Washington Floating Bridge to the Interstate 405 connector. Work also included constructing three landscaped bridges over SR 520, adding HOV lanes, bus rapid transit stations, direct access ramps to surface streets, and major retaining walls, sound walls, lighting, utility relocations and landscaping. The Lake Washington Floating Bridge was converted to an electronic toll road with toll collection.

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

N/A

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

N/A

j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, Granite Construction Company shall provide a detailed explanation below.

- ~~1. Reason(s) for delinquent status and/or default on this project, including ultimate resolution. N/A~~
- ~~2. Any claim(s) requiring litigation in which the resolution was not in favor of the Lead Contractor on this project. Provide claim amount(s). N/A~~
- ~~3. Reason for delay longer than 30 days resulting in liquidated damage assessment for this project. Provide total project delays. N/A~~
- ~~4. Any OSHA violation deemed serious, willful, or repeated for this project. N/A~~
- ~~5. The final disposition of any claims filed for errors or omissions on the Lead Designer. N/A~~
- 6. Any legal proceedings filed against the Lead Contract by the Lead Designer or vice versa on a design-build contract.**  
Eastside Corridor Constructors, the Lead Contractor, a joint venture of Granite and PCL, filed claims and eventually arbitration against H.W. Lochner, the Lead Designer. Eastside alleged design errors and design delays and Owner issues involving design. Lochner alleged right to payments due. The parties negotiated a mutually agreed settlement of all disputes in 2017. The project was not negatively impacted by the disputes.

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**Superior Construction Company Southeast, 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 Superior Construction Company Southeast, LLC. 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 Superior Construction Company Southeast, LLC. (in thousands)
Name: University Blvd. over Arlington River  Location: Jacksonville, FL	Name: Superior Construction Company Southeast, LLC.	Name of Owner: Florida Department of Transportation, District two Project Manager: Jeff Daugharty, PE Phone: (904) 360 - 5400 Email: jeff.daugharty@dot.state.fl.us	12/2015	\$11,295	\$8,292

g. Narrative describing the work performed by Superior Construction Company Southeast, LLC.. If submitting work completed by an affiliated or subsidiary Superior Construction Company, Southeast, LLC., identify the full legal name of the affiliate or subsidiary and their role on the Project.

Design and construction of the University 2-lane bridge replacement over the Arlington River; bridge number 724214. Also included relocation of a Jacksonville Electric Authority (JEA) water line. And SR 109/University Blvd. ramp modifications at the Arlington Expressway, including a modified roundabout at the intersection of University Blvd. and Colcord Avenue. The first five spans of the bridge structure consisted of inverted T-beam superstructure elements supporting a 6-1/2” concrete deck. The remainder of the bridge structure included 8-1/2” concrete deck supported by ten spans of 36-in Florida I-Beams (FIB’s) spanning 74-ft 6-in each. The entire structure was founded on 24-in prestressed concrete piles. A temporary ACROW bridge was also constructed to maintain traffic in place.



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

4. Any OSHA violation deemed serious, willful, or repeated for this project. – YES

On February 4, 2015 an employee was observed operating an aerial lift over the Arlington River, the employee was utilizing a Personal Flotation Device and was also wearing a harness with a lanyard, but was not physically attached to the basket. Citation 1 Item 1 Type of Violation: Serious (Corrected During Inspection) Proposed Penalty: \$7,000, 29 CFR 1926.453(b)(2)(v): A body belt with lanyard attached to the boom or basket was not worn by employees working from an aerial lift. Three employees were observed walking on a bridge support system and were not protected from falling 12 feet to the lower level by the use of guardrail system, safety net system, personal fall arrest system or any other type of fall protection method. These employees had on their Personal Flotation Devices and there was a DBI Secura-Span System installed on the beams, but the employees were not tied off. Citation 1 Item 2 Type of Violation: Serious (Corrected During Inspection) Proposed Penalty: \$7,000, 29 CFR 1926.501(b)(1): Each employee on a walking/working surface having an unprotected side or edge which was six or more feet above a lower level was not protected from falling by the use of guardrail systems, safety net systems, or personal fall arrest systems.

An informal conference was held with the Jacksonville OSHA Area Director, Brian Sturtecky on 4/23/2015 and Superior Construction discussed the dynamic conditions of constructing a bridge over a navigable waterway and our diligence to comply with the 1926.106 standard as it applies to working on over or near water. All the affected employees observed, were utilizing Personal Flotation Devices, a lifesaving rescue skiff was available and ring buoys with 90’ of line were accessible to the employees. During the informal conference Superior was able to have Item 1 deleted as our employee was indeed protected as he was working over water and using a Personal Flotation Device. Item 2 was reclassified to a Serious-Repeat Violation of the training standard 29 CFR 1926.503(c)(3): Inadequacies in an affected employee’s knowledge or use of fall protection systems or equipment indicate that the employee has not retained the requisite understanding or skill. The financial penalties were reduced and consolidated to a final amount of \$10,000 which was paid in full on 4/23/2015.

As a result of the OSHA inspection and subsequent informal conference, Superior retrained the affected employees on proper methods of fall protection and conducted a supervisory meeting for the entire company which included a physical fall protection demonstration to communicate the importance of adequate fall protection when working over heights of 6’, including over water. In an effort to achieve compliance with the OSHA standard, Superior Construction mandated that all employees working over on or near water at a height of 6’ or greater shall be tied off, even if utilizing a personal flotation device.

**WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER**  
**Superior Construction Company Southeast, 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 Superior Construction Company Southeast, LLC. 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 Superior Construction Company Southeast, LLC. (in thousands)
Name: SR 10 (US 90) over Marquis Bayou Bridge Replacement Location: Milton, FL	Name: Superior Construction Company Southeast, LLC.	Name of Owner: Florida Department of Transportation, District Three Project Manager: Brian Tew Phone: (850) 981 - 2715 Email: <a href="mailto:brian.tew@dot.state.fl.us">brian.tew@dot.state.fl.us</a>	05/ 2016	\$8,336	\$5,531

g. Narrative describing the work performed by Superior Construction Company Southeast, LLC.

The improvements under this contract consisted of replacing the existing structurally deficient bridge within its existing alignment. A detour bridge was constructed to maintain traffic in place while the proposed structure was built. Also included were drainage improvements and signing and marking. The new bridge was 296-ft in overall length and consisted of 8- ea 37-ft spans founded on 24-in square prestressed concrete piles. The superstructure was a 19.5-in thick cast-in-place flat slab deck. Project also consisted of replacement/restoration of the historic traffic railing from the old bridge and installation of sections of the old rail onto the new bridge deck as permanent pedestrian railing. Sections of the historic rail that could not be salvaged or restored were matched in kind with the old railing throughout the bridge deck.



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

4. Any OSHA violation deemed serious, willful, or repeated for this project. - YES

On November 4, 2014 two employees were observed at the leading edge of a temporary bridge trestle over Marquis Bayou and were not using personal flotation devices or the appropriate fall protection. Citation 1 Item 1 Type of Violation: Serious (Corrected During Inspection) Proposed Penalty: \$7,000, 29 CFR 1926.106(a): Employees working over or near water where the danger of drowning exists, were not provided with U.S. Coast Guard approved life jackets or buoyant work vests. The same two employees were observed sitting at the end of the trestle and were not protected from a fall of approximately 12’ to the water below. There was a stationary cable 8’ behind them to restrict employee access to the leading edge, but the employees had crossed the cable and were observed at the leading edge of the trestle and not protected from falling the use of guardrail system, safety net system, personal fall arrest system or any other type of fall protection method. Citation 1 Item 2 Type of Violation: Serious (Corrected During Inspection) Proposed Penalty: \$7,000, 29 CFR 1926.501(b)(1): Each employee on a walking/working surface having an unprotected side or edge which was six or more feet above a lower level was not protected from falling by the use of guardrail systems, safety net systems, or personal fall arrest systems.

An informal conference was held with the Jacksonville OSHA Area Director, Brian Sturtecky on 12/16/2014 and the informal conference focused on the affected employees, one of which was the superintendent. Superior indicated to Mr. Sturtecky that employee misconduct was a viable defense, as the affected employee knew the requirements and had been formally trained With the exception of the two employees observed, the remainder of the personnel on site were utilizing appropriate fall protection and the appropriate personal floatation devices. During the informal conference Superior was able to have Item 1 deleted as the employee had been provided with a USGC personal floatation device, but chose not to use it. Item 2 was reclassified to a Serious Violation of the training standard 29 CFR 1926.503(c)(3): Inadequacies in an affected employee’s knowledge or use of fall protection systems or equipment indicate that the employee has not retained the requisite understanding or skill. The financial penalties were reduced and consolidated to a final amount of \$5,000 which was paid in full on 12/19/2014.

As a result of the OSHA inspection and subsequent informal conference, Superior Construction issued the affected employees a formal safety violation for failure to observe company safety and health policy and had both individuals attend a fall protection course offered in Jacksonville, Florida. The project jobsite had a safety stand-down meeting the day after the inspection, and fundamentals of fall protection were addressed in detail by the Operations Manager and Safety Director at an onsite meeting held in December 2015. Prior to the unannounced visit, Superior hosted an OSHA 10 Hour specifically delivered to the Panhandle Division on October 23, 2014 and reached 28 employees.



April 20, 2018

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

RE: Interstate 26 Widening MM85-101 Design-Build Project Request for Qualifications  
Project ID P029208, Richland, Lexington and Newberry Counties

Dear Ms. Wright:

I, Laurel J. Krzeminski, in my capacity as Executive Vice President and Chief Financial Officer of Granite Construction Company (the "Company"), and not in my personal capacity, deliver this letter pursuant to Section 3.6.1 (Legal and Financial: Financial Capacity) of the Request for Qualifications issued March 29, 2018 by the South Carolina Department of Transportation ("SCDOT") to construct the Interstate 26 Widening MM 85-101 ("the Project") in Richland, Lexington and Newberry Counties.

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

Sincerely,



Laurel J. Krzeminski  
Executive Vice President and Chief Financial Officer  
Granite Construction Company



A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

## ACKNOWLEDGMENT

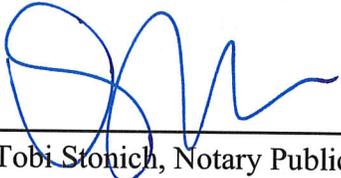
State of California  
County of Santa Cruz )

On April 20, 2018 before me, Tobi Stonich, Notary Public  
(insert name and title of the officer)

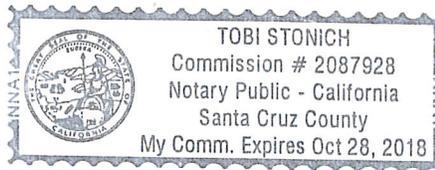
personally appeared Laurel J. Krzeminski  
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature   
Tobi Stonich, Notary Public

(Seal)



# Superior Construction Company Southeast, LLC

**General Contractors**  
7072 Business Park Boulevard  
Jacksonville, Florida 32256-2749

April 26, 2018

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

RE: Interstate 26 Widening MM85-101 Design-Build Project Request for Qualifications  
Project ID P029208, Richland, Lexington and Newberry Counties

Dear Ms. Wright:

I, Pete Kelley, in my capacity as President of Superior Construction Company Southeast, LLC (the "Company"), and not in my personal capacity, deliver this letter pursuant to Section 3.6.1 (Legal and Financial: Financial Capacity) of the Request for Qualifications issued March 29, 2018 by the South Carolina Department of Transportation ("SCDOT") to construct the Interstate 26 Widening MM 85-101 ("the Project") in Richland, Lexington and Newberry Counties.

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

Respectfully Submitted,

Pete Kelley  
President

State of **Florida**  
County of **Duval**

Sworn to and subscribed before me this 26<sup>th</sup> day of April, 2018, by Pete Kelley  
(Print name of person signing Affidavit)

Notary Public  
  
MARGARET A. LANERI  
MY COMMISSION # FF 155343  
EXPIRES: December 27, 2018  
Bonded Thru Notary Public Underwriters

Personally Known  Or Produced Identification

Commission Expires \_\_\_\_\_



April 20, 2018

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

**RE: SCDOT – Request for Qualifications – Interstate 26 Widening – Project ID P029208**

Ms. Wright:

We understand that Granite Construction Company and Superior Construction Company Southeast, LLC, in a joint venture known as Granite Superior – a JV (“the Joint Venture”), are submitting a Statement of Qualifications to the South Carolina Department of Transportation for the Interstate 26 Widening project (“the Project”). The undersigned are the sureties for Granite Construction Company and Superior Construction Company Southeast, LLC, individually.

The Joint Venture is capable of obtaining performance and payment bonds, as well as a bid bond, for the Project as proposed in the Request for Qualifications. It is the intent of the sureties to provide the Joint Venture with the required bonds, subject to acceptable contract terms, contract conditions, bond forms, and underwriting conditions at the time the bonds are requested by the Joint Venture, and upon award and acceptance of the contract.

Granite Construction Company has been provided with performance, payment, and warranty bonds since 1926. During that time, individual bonds have been underwritten in excess of \$450,000,000, while an aggregate work program well above that amount has been supported. Additionally, participation in joint venture projects has exceeded \$1 billion. The aggregate bonding capacity is \$5,000,000,000; current available bonding capacity is approximately \$1,900,000,000.

Superior Construction Company Southeast, LLC has been provided with performance, payment, and warranty bonds since 1935. During that time, individual bonds have been underwritten in excess of \$400,000,000 while an aggregate work program well above that amount has been supported. Additionally, participation in joint venture projects has exceeded \$1,000,000,000. The aggregate bonding capacity is \$1,000,000,000 current available bonding capacity as is approximately \$500,000,000.

We have every confidence that Granite Construction Company and Superior Construction Company Southeast, LLC, in a joint venture known as Granite Superior – a JV, have the necessary financial and operational capacity to successfully complete such a project. We hold the parties in the highest regard and we recommend them to you for every possible consideration.



Sincerely,

TRAVELERS CASUALTY and SURETY COMPANY of AMERICA, A.M. Best Rating: A++ XV  
THE CONTINENTAL INSURANCE COMPANY, A.M. Best Rating: A XV  
FEDERAL INSURANCE COMPANY, A.M. Best Rating: A++ XV  
BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, A.M. Best Rating: A++ XV

*Jessica Rosser*

Jessica Rosser  
Attorney-In-Fact





POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 231653

Certificate No. 007079844

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

E. S. Albrecht Jr., C. K. Nakamura, Noemi Quiroz, Lisa L. Thornton, Maria Pena, Natalie K. Trofimoff, Jeffrey Strassner, Patricia S. Arana, and Jessica Rosser

of the City of Los Angeles, State of California, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 23rd day of December, 2016.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 23rd day of December, 2016, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed 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 hereunto set my hand and official seal. My Commission expires the 30th day of June, 2021.



[Signature]
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, which resolutions are now in full force and effect, reading as follows:

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

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

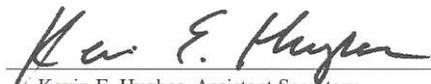
**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice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

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

I, Kevin E. Hughes, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which 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 \_\_\_\_\_ day of APR 19 2018, 20 \_\_\_\_.

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

  
Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at [www.travelersbond.com](http://www.travelersbond.com). Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.



**POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT**

**Know All Men By These Presents,** That The Continental Insurance Company, a Pennsylvania insurance company, is a duly organized and existing insurance company having its principal office in the City of Chicago, and State of Illinois, and that it does by virtue of the signature and seal herein affixed hereby make, constitute and appoint

**Lisa L Thornton, E S Albrecht Jr, C K Nakamura, Maria Pena, Noemi Quiroz, Tim M Tomko, Jeffrey Strassner, Natalie K Trofimoff, Patricia Arana, Jessica Rosser, Individually**

of Los Angeles, CA, its true and lawful Attorney(s)-in-Fact with full power and authority hereby conferred to sign, seal and execute for and on its behalf bonds, undertakings and other obligatory instruments of similar nature

**- In Unlimited Amounts -**

and to bind them thereby as fully and to the same extent as if such instruments were signed by a duly authorized officer of the insurance company and all the acts of said Attorney, pursuant to the authority hereby given is hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the By-Law and Resolutions, printed on the reverse hereof, duly adopted, as indicated, by the Board of Directors of the insurance company.

**In Witness Whereof,** The Continental Insurance Company has caused these presents to be signed by its Vice President and its corporate seal to be hereto affixed on this 5th day of January, 2017.



The Continental Insurance Company

*Paul T. Bruflat*  
Paul T. Bruflat Vice President

State of South Dakota, County of Minnehaha, ss:

On this 5th day of January, 2017, before me personally came Paul T. Bruflat to me known, who, being by me duly sworn, did depose and say: that he resides in the City of Sioux Falls, State of South Dakota; that he is a Vice President of The Continental Insurance Company, a Pennsylvania insurance company, described in and which executed the above instrument; that he knows the seal of said insurance company; that the seal affixed to the said instrument is such corporate seal; that it was so affixed pursuant to authority given by the Board of Directors of said insurance company and that he signed his name thereto pursuant to like authority, and acknowledges same to be the act and deed of said insurance company.



My Commission Expires June 23, 2021

*J. Mohr*  
J. Mohr Notary Public

**CERTIFICATE**

I, D. Bult, Assistant Secretary of The Continental Insurance Company, a Pennsylvania insurance company, do hereby certify that the Power of Attorney herein above set forth is still in force, and further certify that the By-Law and Resolution of the Board of Directors of the insurance company printed on the reverse hereof is still in force. In testimony whereof I have hereunto subscribed my name and affixed the seal of the said insurance company this \_\_\_\_\_ day of **APR 19 2018**.



The Continental Insurance Company

*D. Bult*  
D. Bult Assistant Secretary

## Authorizing Resolutions

ADOPTED BY THE BOARD OF DIRECTORS OF THE CONTINENTAL INSURANCE COMPANY:

This Power of Attorney is made and executed pursuant to and by authority of the following By-Law duly adopted by the Board of Directors of the Company at a meeting held on May 10, 1995.

“RESOLVED: That any Group Vice President may authorize an officer to sign specific documents, agreements and instruments on behalf of the Company provided that the name of such authorized officer and a description of the documents, agreements or instruments that such officer may sign will be provided in writing by the Group Vice President to the Secretary of the Company prior to such execution becoming effective.”

This Power of Attorney is signed by Paul T. Bruflat, Vice President, who has been authorized pursuant to the above resolution to execution power of attorneys on behalf of The Continental Insurance Company.

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the Company by unanimous written consent dated the 25<sup>th</sup> day of April, 2012:

“Whereas, the bylaws of the Company or specific resolution of the Board of Directors has authorized various officers (the “Authorized Officers”) to execute various policies, bonds, undertakings and other obligatory instruments of like nature; and

Whereas, from time to time, the signature of the Authorized Officers in addition to being provided in original, hard copy format, may be provided via facsimile or otherwise in an electronic format (collectively, “Electronic Signatures”); Now therefore be it resolved: that the Electronic Signature of any Authorized Officer shall be valid and binding on the Company.”

APR 19 2012



Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company

Attn: Surety Department | 15 Mountain View Road | Warren, NJ 07059

Know All by These Presents, That FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, and PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, do each hereby constitute and appoint E.S. Albrecht, Jr., Patricia S. Arana, C.K. Nakamura, Maria Pena, Noemi Quiroz, Jeffrey Strassner, Lisa L. Thornton, Tim M. Tomko and Natalie K. Trofimoff of Los Angeles, California and Jessica Rosser of Dallas, Texas

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY have each executed and attested these presents and affixed their corporate seals on this 29th day of August, 2016.

[Signature of Dawn M. Chloros]

Dawn M. Chloros, Assistant Secretary

[Signature of David B. Norris, Jr.]

David B. Norris, Jr., Vice President



STATE OF NEW JERSEY

County of Somerset

ss.

On this 29th day of August, 2016 before me, a Notary Public of New Jersey, personally came Dawn M. Chloros, to me known to be Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros, being by me duly sworn, did depose and say that she is Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY and knows the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of the By-Laws of said Companies; and that she signed said Power of Attorney as Assistant Secretary of said Companies by like authority; and that she is acquainted with David B. Norris, Jr., and knows him to be Vice President of said Companies; and that the signature of David B. Norris, Jr., subscribed to said Power of Attorney is in the genuine handwriting of David B. Norris, Jr., and was thereto subscribed by authority of said By-Laws and in deponent's presence.

Notarial Seal



KATHERINE J. ADELAAR
NOTARY PUBLIC OF NEW JERSEY
No. 2318885
Commission Expires July 16, 2019

[Signature of Katherine J. Adelaar]

Notary Public

CERTIFICATION

Extract from the By-Laws of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY:

"Except as otherwise provided in these By-Laws or by law or as otherwise directed by the Board of Directors, the President or any Vice President shall be authorized to execute and deliver, in the name and on behalf of the Corporation, all agreements, bonds, contracts, deeds, mortgages, and other instruments, either for the Corporation's own account or in a fiduciary or other capacity, and the seal of the Corporation, if appropriate, shall be affixed thereto by any of such officers or the Secretary or an Assistant Secretary. The Board of Directors, the President or any Vice President designated by the Board of Directors may authorize any other officer, employee or agent to execute and deliver, in the name and on behalf of the Corporation, agreements, bonds, contracts, deeds, mortgages, and other instruments, either for the Corporation's own account or in a fiduciary or other capacity, and, if appropriate, to affix the seal of the Corporation thereto. The grant of such authority by the Board or any such officer may be general or confined to specific instances."

I, Dawn M. Chloros, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY (the "Companies") do hereby certify that

- (i) the foregoing extract of the By-Laws of the Companies is true and correct,
(ii) the signature of any authorized officer executing this Power of Attorney or any certificate relating thereto on behalf of the Companies, and the seal of the Companies, may be affixed to such Power of Attorney or certificate by facsimile and such Power of Attorney or certificate shall be valid and binding upon the Companies, and any such Power of Attorney so executed and certified by such facsimile signature and facsimile seal shall be valid and binding upon the Companies with respect to any bond or undertaking to which it is attached.
(iii) the Companies are duly licensed and authorized to transact surety business in all 50 of the United States of America and the District of Columbia and are authorized by the U.S. Treasury Department; further, Federal and Vigilant are licensed in the U.S. Virgin Islands, and Federal is licensed in Guam, Puerto Rico, and each of the Provinces of Canada except Prince Edward Island; and
(iv) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Warren, NJ this

APR 19 2018



[Signature of Dawn M. Chloros]

Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO NOTIFY US OF A CLAIM, VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT THE ADDRESS LISTED ABOVE, OR BY: Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com

## Power Of Attorney

### BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY NATIONAL INDEMNITY COMPANY / NATIONAL LIABILITY & FIRE INSURANCE COMPANY

Know all men by these presents, that **BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY**, a corporation existing under and by virtue of the laws of the State of Nebraska and having an office at 100 Federal Street, 20th Floor, Boston, Massachusetts 02110, **NATIONAL INDEMNITY COMPANY**, a corporation existing under and by virtue of the laws of the State of Nebraska and **NATIONAL LIABILITY & FIRE INSURANCE COMPANY**, a corporation existing under and by virtue of the laws of the State of Connecticut (hereinafter collectively the "Companies"), pursuant to and by the authority granted as set forth herein, do hereby name, constitute and appoint: **Jessica Rosser, 5151 Beltline Road of the city of Dallas State of Texas**, their true and lawful attorney(s)-in-fact to make, execute, seal, acknowledge, and deliver, for and on their behalf as surety and as their act and deed, any and all undertakings, bonds, or other such writings obligatory in the nature thereof, in pursuance of these presents, the execution of which shall be as binding upon the Companies as if it has been duly signed and executed by their regularly elected officers in their own proper persons. **This authority for the Attorney-in-Fact shall be limited to the execution of the attached bond(s) or other such writings obligatory in the nature thereof.**

In witness whereof, this Power of Attorney has been subscribed by an authorized officer of the Companies, and the corporate seals of the Companies have been affixed hereto this date of November 2, 2017. This Power of Attorney is made and executed pursuant to and by authority of the Bylaws, Resolutions of the Board of Directors, and other Authorizations of **BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY** and **NATIONAL LIABILITY & FIRE INSURANCE COMPANY**, which are in full force and effect, each reading as appears on the back page of this Power of Attorney, respectively. The following signature by an authorized officer of the Company may be a facsimile, which shall be deemed the equivalent of and constitute the written signature of such officer of the Company for all purposes regarding this Power of Attorney, including satisfaction of any signature requirements on any and all undertakings, bonds, or other such writings obligatory in the nature thereof, to which this Power of Attorney applies.

**BERKSHIRE HATHAWAY SPECIALTY  
INSURANCE COMPANY,**



By: \_\_\_\_\_  
David Fields, Executive Vice President



**NATIONAL INDEMNITY COMPANY,  
NATIONAL LIABILITY & FIRE INSURANCE COMPANY,**



By: \_\_\_\_\_  
David Fields, Vice President

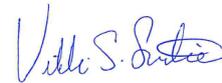


**NOTARY**

State of Massachusetts, County of Suffolk, ss:

On November 2, 2017 before me appeared David Fields, Executive Vice President of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY and Vice President of NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, who being duly sworn, says that his capacity is as designated above for such Companies; that he knows the corporate seals of the Companies; that the seals affixed to the foregoing instrument are such corporate seals; that they were affixed by order of the board of directors or other governing body of said Companies pursuant to its Bylaws, Resolutions and other Authorizations, and that he signed said instrument in that capacity of said Companies.

[Notary Seal]

\_\_\_\_\_  
Notary Public

I, Ralph Tortorella, the undersigned, Officer of **BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY** and **NATIONAL LIABILITY & FIRE INSURANCE COMPANY**, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies which is in full force and effect and has not been revoked. IN TESTIMONY WHEREOF, I have hereunto affixed the seals of said companies this date of April 19, 2018.




\_\_\_\_\_  
Officer

To verify the authenticity of this Power of Attorney please contact us at: BHSI Surety Department, Berkshire Hathaway Specialty Insurance Company, 100 Federal Street, 20th floor, Boston MA 02110 (617) 936-2971 or by email at: Courtney.Walker@bhspecialty.com, **THIS POWER OF ATTORNEY IS VOID IF ALTERED.**  
To notify us of claim please contact us on our 24-hour toll free number at (855) 453-9675, via email at claimsnotice@bhspecialty.com, via fax to (617) 507-8529, or via mail 500 Northpark Town Center, 1100 Abernathy Road, N.E., Suite 1200, Atlanta, GA 30328.

**BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY (BYLAWS)**

ARTICLE V.

CORPORATE ACTIONS

....

EXECUTION OF DOCUMENTS:

....

Section 6.(b) The President, any Vice President or the Secretary, shall have the power and authority:

- (1) To appoint Attorneys-in-fact, and to authorize them to execute on behalf of the Company bonds and other undertakings, and
- (2) To remove at any time any such Attorney-in-fact and revoke the authority given him.

**NATIONAL INDEMNITY COMPANY (BY-LAWS)**

Section 4. Officers, Agents, and Employees:

A. The officers shall be a President, one or more Vice Presidents, a Secretary, one or more Assistant Secretaries, a Treasurer, and one or more Assistant Treasurers none of whom shall be required to be shareholders or Directors and each of whom shall be elected annually by the Board of Directors at each annual meeting to serve a term of office of one year or until a successor has been elected and qualified, may serve successive terms of office, may be removed from office at any time for or without cause by a vote of a majority of the Board of Directors, and shall have such powers and rights and be charged with such duties and obligations as usually are vested in and pertain to such office or as may be directed from time to time by the Board of Directors; and the Board of Directors or the officers may from time to time appoint, discharge, engage, or remove such agents and employees as may be appropriate, convenient, or necessary to the affairs and business of the corporation.

**NATIONAL INDEMNITY COMPANY (BOARD RESOLUTION ADOPTED AUGUST 6, 2014)**

RESOLVED, That the President, any Vice President or the Secretary, shall have the power and authority to (1) appoint Attorneys-in-fact, and to authorize them to execute on behalf of this Company bonds and other undertakings and (2) remove at any time any such Attorney-in-fact and revoke the authority given.

**NATIONAL LIABILITY & FIRE INSURANCE COMPANY (BY-LAWS)**

ARTICLE IV

Officers

Section 1. Officers, Agents and Employees:

A. The officers shall be a president, one or more vice presidents, one or more assistant vice presidents, a secretary, one or more assistant secretaries, a treasurer, and one or more assistant treasurers, none of whom shall be required to be shareholders or directors, and each of whom shall be elected annually by the board of directors at each annual meeting to serve a term of office of one year or until a successor has been elected and qualified, may serve successive terms of office, may be removed from office at any time for or without cause by a vote of a majority of the board of directors. The president and secretary shall be different individuals. Election or appointment of an officer or agent shall not create contract rights. The officers of the Corporation shall have such powers and rights and be charged with such duties and obligations as usually are vested in and pertain to such office or as may be directed from time to time by the board of directors; and the board of directors or the officers may from time to time appoint, discharge, engage, or remove such agents and employees as may be appropriate, convenient, or necessary to the affairs and business of the Corporation.

**NATIONAL LIABILITY & FIRE INSURANCE COMPANY (BOARD RESOLUTION ADOPTED AUGUST 6, 2014)**

RESOLVED, That the President, any Vice President or the Secretary, shall have the power and authority to (1) appoint Attorneys-in-fact, and to authorize them to execute on behalf of this Company bonds and other undertakings and (2) remove at any time any such Attorney-in-fact and revoke the authority given.

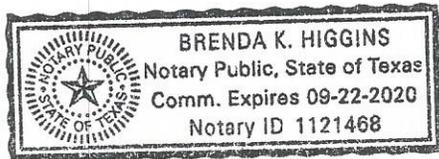
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy or validity of that document.

State of Texas )  
 ) ss  
County of Dallas )

On APR 19 2018, before me, Brenda K. Higgins, Notary Public, personally appeared Jessica Rosser, who proved to me on the basis of satisfactory evidence to be the person~~(s)~~ whose name~~(s)~~ is/~~are~~ subscribed to the within instrument and acknowledged to me that ~~he~~/~~she~~/~~they~~ executed the same in ~~his~~/~~her~~/~~their~~ authorized capacity~~(ies)~~, and that by ~~his~~/~~her~~/~~their~~ signature~~(s)~~ on the instrument the person~~(s)~~, or the entity upon behalf of which the person~~(s)~~ acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of Texas that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.



(Seal)

Signature: *Brenda K. Higgins*  
Brenda K. Higgins, Notary Public

**Interstate 26 Widening MM 85-101  
Columbia, South Carolina  
DESIGN/BUILD Construction Contract**

**Construction Joint Venture Teaming Agreement**

This Construction Joint Venture Teaming Agreement (the "Agreement") is made effective April 16, 2018 by and between Granite Construction Company ("Granite" or "G") and Superior Construction Company Southeast, LLC. ("Superior" or "S") (collectively the "Parties" or the "Team"). This Agreement is made in connection with the preparation and submittal of a proposal to the South Carolina Department of Transportation ("Owner") for the Interstate 26 Widening MM 85-101 in Richland, Lexington, and Newberry Counties, Project ID P029208 Project (the "Project").

The Parties agree to work exclusively with each other as a Team, per the terms of this Agreement, to furnish a proposal for the Project. The Team intends to become a Joint Venture known as "Granite-Superior I-26 Columbia Corridor Constructors" or similar name and execute a Joint Venture Agreement. "Granite" will lead the Team and be the Joint Venture ("Sponsor"). The Parties will work as a Team to coordinate, schedule, and interface our work with each other and subcontractors to assure the most competitive team and superior proposal.

Each party shall be responsible for its own specific proposal and bid preparation costs. Each party agrees to prepare written submissions required for the proposal and bid documents, as mutually agreed. Any shared Team pre-bid engineering and Team proposal costs or "stipend" from the Owner will be distributed proportionately as listed below, unless agreed otherwise in writing. If any party fails to timely pay its proportionate share of third party costs incurred by the Team the defaulting party shall be deemed to have withdrawn from the Team and terminated its interest in the Project under the withdrawal procedure provided for below. Each Party will prepare a complete cost estimate for comparison with the other Parties. The Parties' respective interests in the Project shall be as follows:

Sponsor("Granite") 75%  
Non-sponsor ("Superior") 25%

The standard Granite Pre-Bid and Joint Venture Agreement will serve as the model for the Joint Venture Agreement that will be mutually agreed and executed prior to submittal of the proposal. Each of the Parties agrees to be jointly and severally liable to the Owner for the Construction Contract where required by the Owner or applicable law. Liability of the Parties to each other shall be as specified in the Joint Venture Agreement. Any Party that is a subsidiary of, or wholly owned by, another entity will furnish a performance guarantee from its ultimate parent, or owner entity, acceptable to other Parties and, if required by the Owner, to the Owner. The Sponsor of the Joint Venture will receive a monthly management/accounting fee equal to \_\_\_\_\_ of Project cost, as reflected in the Project cost report, calculated and paid on a monthly basis. Provisions herein regarding the contents of the Joint Venture Agreement and the post-award relationship of the Parties will be superseded by the executed Joint Venture Agreement. Qualified salaried personnel and equipment supplied by each party will be in approximate proportion to the Parties' respective interests stated above. Personnel commitments may be detailed in the Joint Venture Agreement or Team Proposal.

Each party agrees to keep confidential, and not furnish to any third party without each other's consent, any information or documents obtained from each other in connection with the Project.

Nothing in this Agreement shall be construed as creating a permanent partnership between the Parties, or giving to any party any of the rights of, or subjecting any party to any of the liabilities of, a partner, or authorize any party to represent or make commitments binding on any other party or the Parties. This Agreement is limited to the Project described above, and has no effect on any other project including projects related to the Project, or any other business of any party.

Except for failure to timely pay third party costs, no party may be removed from the Team by action of the other parties. Each party shall have the right to withdraw from the Team and terminate its interest in the Project, subject to paying its proportionate share of third party costs incurred prior to withdrawal:

1. Before issuance of the Owner's Final RFP for lack of surety support, personnel, estimating and financial resources, and/or other such serious concerns;
2. Within two weeks after receipt of the Owner's Final RFP for concerns related to the Final RFP.

Any party withdrawing under the foregoing provisions, and that party's affiliates, shall be thereafter barred from further participation in the Project. The remaining party or parties shall be permitted to continue pursuit of the Project, with or without additional entities.

This Teaming Agreement will terminate (1) if the Project is awarded to another proposer after any protest related thereto has been fully resolved; or (2) if the Team's qualifications or proposal are not acceptable to the Owner, after any protest related thereto has been resolved or (3) upon cancellation of Project procurement activities by the Owner; or (4) upon any Party becoming insolvent; or (5) for failure of any Party to provide the other Parties reasonable evidence of bonding and financial capacity within fourteen days of another Party's written request; or (6) the Parties enter into a Joint Venture Agreement that supersedes this Agreement; or (7) elapse of six months from the date of this Agreement without an award to the Parties of the work contemplated (unless a proposal has been submitted which is under consideration at the expiration of such period, in which case this Agreement shall continue in force until terminated pursuant to one of the foregoing conditions).

**AGREED:**

<b>GRANITE CONSTRUCTION COMPANY</b>	<b>SUPERIOR CONSTRUCTION COMPANY SOUTHEAST, LLC.</b>
By: 	Digitally signed by Peter Kelley DN: cn=Peter Kelley c=US o=SUPERIOR CONSTRUCTION COMPANY SOUTHEAST LLC ou=SUPERIOR CONSTRUCTION COMPANY SOUTHEAST LLC Reason: Approval Signature Location: Date: 2018-04-16 08:58-10:00
Name: <u>James H. Roberts</u>	By: _____
Title: <u>President &amp; CEO</u>	Name: <b>Pete Kelley</b>
Date: <u>April 23, 2018</u>	Title: <b>President</b>
	Date: <b>April 16, 2018</b>

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

## ACKNOWLEDGMENT

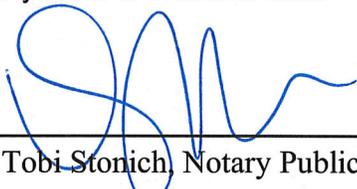
State of California  
County of Santa Cruz )

On April 23, 2018 before me, Tobi Stonich, Notary Public  
(insert name and title of the officer)

personally appeared James H. Roberts,  
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are  
subscribed to the within instrument and acknowledged to me that he/she/they executed the same in  
his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the  
person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing  
paragraph is true and correct.

WITNESS my hand and official seal.

Signature   
Tobi Stonich, Notary Public

(Seal)



GRANITE CONSTRUCTION COMPANY and SUPERIOR CONSTRUCTION COMPANY SOUTHEAST, LLC, members of the joint venture known as GRANITE SUPERIOR – A JV (the "Joint Venture"), hereby authorize each of:

Jigisha Desai (Granite);

Dale A. Swanberg (Granite); and

Pete Kelley (Superior);

to sign a contract and such documents as required to submit a compliant proposal to the South Carolina Department of Transportation ("Owner") on behalf of the Joint Venture for the Interstate 26 Widening MM 85-101 Design-Build Project, located in Richland, Lexington, and Newberry Counties, SC, Project ID P029208 (the "Work" or the "Project")

GRANITE CONSTRUCTION  
COMPANY

By: 

Name: Jigisha Desai

Title: Vice President

SUPERIOR CONSTRUCTION  
COMPANY SOUTHEAST, LLC

By: 

Name: Pete Kelley

Title: President





# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

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

Attach additional sheets as necessary.

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

  
\_\_\_\_\_  
Signature

Jigisha Desai, Vice President  
\_\_\_\_\_  
Print Name

Granite Construction Company  
\_\_\_\_\_  
Company

April 19, 2018  
\_\_\_\_\_  
Date



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.

Michael Dinneen, Sr. Corporate Counsel  
\_\_\_\_\_

\_\_\_\_\_  
Name  
Granite Construction Company  
\_\_\_\_\_

\_\_\_\_\_  
Company

(831) 728-7558  
\_\_\_\_\_

\_\_\_\_\_  
Phone

AECOM is lead designer for the following design-build project which Granite has contracted to perform:

1. South Capitol Street Corridor Phase 1 – Washington, DC

AECOM is lead designer for the following design-build project which Granite is currently pursuing as part of a Granite lead joint venture partnership:

1. TBNNext – Howard Franklin Bridge – Tampa, FL

AECOM's subsidiary, Shimmick Construction, is a joint venture partner for the following project which Granite has contracted to perform:

1. Airport Guideway and Stations Design-Build Contract – Honolulu, HI

STV Group, Inc. is lead design for the following design-build project which Granite is currently pursuing as part of a Granite-lead joint venture partnership:

1. Kew Gardens Interchange – Queens, NY

Michael Baker International, LLC is lead designer for the following design-build projects which Granite is currently pursuing as a sole venture or as part of a Granite-lead joint venture partnership:

1. GWA Interceptor Sewer Refurbishment Project – Guam
2. 30 Crossing Project – Little Rock, AR

**For the reasons stated below it is in the public interest that these indirect, remote and “de minimus” conflicts be waived.**

- All the above conflicts reflect normal course business arrangements for large construction projects comparable to numerous other business arrangements Granite is, and has been, party to.
- The listed construction projects are not located in South Carolina.
- The listed construction projects are completely unrelated to the Interstate 26 Widening Project.
- None of the listed construction projects involve any type of SCDOT participation.
- Granite employees assigned to perform the listed projects will not be concurrently assigned to perform the Interstate 26 Widening Project.
- Granite will advise SCDOT if any Granite employees assigned to perform the listed projects are later assigned to perform the Interstate 26 Widening Project.

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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

April 26, 2018  
\_\_\_\_\_  
Date

Pete Kelley  
\_\_\_\_\_  
Print Name

Superior Construction Company Southeast, LLC  
\_\_\_\_\_  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

# 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):

William C Shelor, MD  
Signature

4/6/18  
Date

William Shelor  
Print Name

Parsons Transportation Group Inc.  
Company

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

Name

Phone

Company

# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

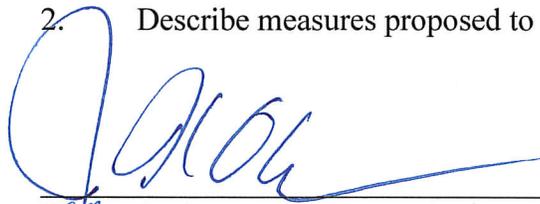
X  Determined that no potential organizational conflict of interest exists.

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

4/19/2018

\_\_\_\_\_  
Date

James Kevin O'Connor

\_\_\_\_\_  
Print Name

Johnson, Mirmiran & Thompson, Inc.

\_\_\_\_\_  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

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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

April 12, 2018  
Date

Eduardo Antonio Tavera  
Print Name

GeoStellar Engineering, LLC  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

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

Determined that no potential organizational conflict of interest exists.

Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

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

  
\_\_\_\_\_  
Signature

04/11/2018  
\_\_\_\_\_  
Date

M. Hart Weatherford  
\_\_\_\_\_  
Print Name

IPW Construction Group, LLC  
\_\_\_\_\_  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

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Attach additional sheets as necessary.

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

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

  
Signature

04/12/18  
Date

Joe Alan Carroll, President  
Print Name

THC, Inc.  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

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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):

Julie Clair Cofer Hussey  
Signature

4/10/18  
Date

Julie Clair Cofer Hussey  
Print Name

Civic Communications LLC  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

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Determined a potential organizational conflict of interest as follows:

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

  
\_\_\_\_\_  
Signature

04/24/2018  
\_\_\_\_\_  
Date

Mark Hardy  
\_\_\_\_\_  
Print Name

Universal Engineering Sciences, Inc.  
\_\_\_\_\_  
Company

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

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Company

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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

4/23/18  
Date

James P. Slusher  
Print Name

Intertek-PSI  
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

**Information contained within our SOQ is not confidential or proprietary.**



**NOTICE OF RECEIPT- RFQ Addendum #1**  
**I-26 Widening MM 85-101**  
**Design-Build – Project ID P029208**  
**Richland, Lexington, and Newberry Counties**

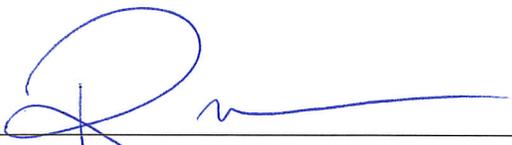
**RFQ Addendum 1**

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

April 26, 2018

\_\_\_\_\_  
Date

**Regina Newbanks**  
\_\_\_\_\_  
Printed Name

For: **Granite Superior - a JV**  
\_\_\_\_\_  
Design-Build Team Name





Email	First Name	Last Name	Company Name	Project Name	Team
<a href="mailto:loreen.bobo@dot.state.fl.us">loreen.bobo@dot.state.fl.us</a>	Loreen	Bobo	Florida DOT	I-4 Ultimate	Skanska-Granite-Lane JV (for Granite)
<a href="mailto:btharrington@ncdot.gov">btharrington@ncdot.gov</a>	Boyd	Tharrington	North Carolina DOT	Fortify I-40/I-440	Granite Construction
<a href="mailto:rhancock@ncdot.com">rhancock@ncdot.com</a>	Ron	Hancock	North Carolina DOT	NC 540 - Western Wake Expressway	Archer Western-Granite JV
<a href="mailto:Daniel.Lahey@dot.state.fl.us">Daniel.Lahey@dot.state.fl.us</a>	Daniel	Lahey	Florida DOT	I-295 at Collins Road C/D System	Superior Construction
<a href="mailto:Sharon.griffith@dot.state.fl.us">Sharon.griffith@dot.state.fl.us</a>	Sharon	Griffith	Florida DOT	SR 9B (Future I-295) Phase 3	Superior Construction
<a href="mailto:Slively@dot.ga.gov">Slively@dot.ga.gov</a>	Stephen	Lively	Georgia DOT	Northwest Corridor Express Lanes D-B	Parsons
<a href="mailto:dan.peden@txdot.gov">dan.peden@txdot.gov</a>	Daniel	Peden	Texas DOT	SH 183 Managed Lanes (Midtown Express)	Parsons
<a href="mailto:Gregory.Cooley@vdot.virginia.gov">Gregory.Cooley@vdot.virginia.gov</a>	Greg	Cooley	Virginia DOT	I-64/SR 15 Interchange at Zions Crossroads	Parsons
<a href="mailto:BurtonD@scdot.org">BurtonD@scdot.org</a>	Daniel	Burton	South Carolina DOT	I-26/Volvo Interchange Design Build, Approximate MM 189	JMT
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Bradley	Reynolds	South Carolina DOT	I-85 Reconstruction and Widening from Approximate MM 77 to MM 98	JMT
<a href="mailto:FRoehrich@AzDOT.gov">FRoehrich@AzDOT.gov</a>	Floyd	Roehrich	Arizona DOT	US60 Superstition Freeway, Tempe, AZ	Granite/Parsons
<a href="mailto:flansbergj@reno.gov">flansbergj@reno.gov</a>	John	Flansberg	City of Reno	Reno Transportation Rail Access Corridor, Reno, NV	Granite/Parsons
<a href="mailto:Amber.Blanchard@state.mn.us">Amber.Blanchard@state.mn.us</a>	Amber	Blanchard	Minnesota DOT	I-494, Plymouth and Minnetoka, MN	Granite/Parsons
<a href="mailto:Paul.Fossier@la.gov">Paul.Fossier@la.gov</a>	Paul	Fossier	Louisiana DOT	John James Audubon Cable-Stayed Bridge, St. Francisville, LA	Granite/Parsons
<a href="mailto:ronald.morris@modot.mo.gov">ronald.morris@modot.mo.gov</a>	Ronald	Morris	Missouri DOT	I-64 Widening and Reconstruction, St. Louis, MO	Granite/Parsons
<a href="mailto:Roberto.trevino@ridemetro.org">Roberto.trevino@ridemetro.org</a>	Roberto	Trevino	METRO	Houston METRO LRT New Location Corridors, Houston, TX	Granite/Parsons
<a href="mailto:scott.arnold@dot.state.fl.us">scott.arnold@dot.state.fl.us</a>	Scott	Arnold	Florida DOT	Lee Roy Selmon Viaduct Redecking and Widening, Tampa, FL	Granite/Parsons
<a href="mailto:Varuna.Singh@txdot.gov">Varuna.Singh@txdot.gov</a>	Varuna	Singh	Texas DOT	IH-35E Corridor Improvements, Dallas, TX	Granite/Parsons
<a href="mailto:brown@sjhtca.com">brown@sjhtca.com</a>	James	Brown	Transp. Corridor Agency	San Joaquin Hills Transportation Corridor DB, Santa Ana, CA	Kiewit-Granite JV/Parsons
<a href="mailto:pam.delnegro@gatewaycei.com">pam.delnegro@gatewaycei.com</a>	Pam	DelNegro	formerly Cardno	I-75 Reconstruction and Widening, Tampa, FL	Granite/Parsons
<a href="mailto:MCoblentz@iccproject.com">MCoblentz@iccproject.com</a>	Mark	Coblentz	Maryland DOT	Intercounty Connector, ICC-A, Montgomery County, MD	Granite/Parsons
<a href="mailto:Shailendra.Patel@VDOT.Virginia.gov">Shailendra.Patel@VDOT.Virginia.gov</a>	Shailendra	Patel	Virginia DOT	I-64 Widening and High Rise Bridge Reconstruction, Chesapeake, VA	Granite/Parsons
<a href="mailto:ben.dreiling@cfxway.com">ben.dreiling@cfxway.com</a>	Ben	Dreiling	Central FL Expressway	Wekiva Parkway (SR 429) Section 2A Final Design	Superior/Parsons
<a href="mailto:htabassian@jtafla.com">htabassian@jtafla.com</a>	Hamid	Tabassian	Florida DOT	Beach Boulevard/Kernan Boulevard Interchange DB	Superior/Parsons
<a href="mailto:sharon.griffiths@dot.state.fl.us">sharon.griffiths@dot.state.fl.us</a>	Sharon	Griffiths	Florida DOT	SR 9A Design-Build, J.T. Butler Boulevard to Beach Boulevard	Superior/Parsons
<a href="mailto:Jeff.Williams@dot.state.fl.us">Jeff.Williams@dot.state.fl.us</a>	Jeff	Williams	Florida DOT	I-95 Widening, St. Johns County, FL	Superior/Parsons
<a href="mailto:larry@wsota.com">larry@wsota.com</a>	Larry	Welner (retired)	Jacksonville Transportation Authority	Regency Bypass Phase II Design Build, Jacksonville, FL	Superior/Parsons



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
<a href="mailto:loreen.bobo@dot.state.fl.us">loreen.bobo@dot.state.fl.us</a>	Loreen	Bobo	Tom Boyle	I-4 Ultimate P3, Orlando, FL	Deputy Project Manager / Project Manager for Areas 1 and 5	Skanska-Granite-Lane JV (SGL)
<a href="mailto:MGwynne@HNTB.com">MGwynne@HNTB.com</a>	Michael	Gwyne	Tom Boyle	I-4 Ultimate P3, Orlando, FL	Deputy Project Manager / Project Manager for Areas 1 and 5	Skanska-Granite-Lane JV (SGL)
<a href="mailto:rico.lepore@volkert.com">rico.lepore@volkert.com</a>	Rico	Lepore	Tom Boyle	I-4 Ultimate P3, Orlando, FL	Deputy Project Manager / Project Manager for Areas 1 and 5	Skanska-Granite-Lane JV (SGL)
<a href="mailto:keith.brockman@rs&amp;h.com">keith.brockman@rs&amp;h.com</a>	Keith	Brockman	Tom Boyle	I-4 Ultimate P3, Orlando, FL	Deputy Project Manager / Project Manager for Areas 1 and 5	Skanska-Granite-Lane JV (SGL)
<a href="mailto:tom.lay@dot.state.us.fl">tom.lay@dot.state.us.fl</a>	Tom	Lay	Tom Boyle	I-75 North of SR 52, Pasco County, FL	Sr. Project Manager w/ title of Project Executive	Granite Construction
<a href="mailto:pam.delnegro@gatewaycei.com">pam.delnegro@gatewaycei.com</a>	Pam	Delnegro	Tom Boyle	I-75 North of SR 52, Pasco County, FL	Sr. Project Manager w/ title of Project Executive	Granite Construction
<a href="mailto:james.hubbard@cardno.com">james.hubbard@cardno.com</a>	Jim	Hubbard	Tom Boyle	Selmon Expressway Widening, Tampa, FL	Sr. Project Manager w/ title of Project Executive	Granite Construction
<a href="mailto:KMagee@mdot.ms.gov">KMagee@mdot.ms.gov</a>	Kevin	Magee	Tom Boyle	US 82 Greenville Mississippi Bridge Demolition	Sr. Project Manager w/ title of Project Executive	Granite Construction
<a href="mailto:loreen.bobo@dot.state.fl.us">loreen.bobo@dot.state.fl.us</a>	Loreen	Bobo	Craig Humphreys	I-4 Ultimate P3, Orlando, FL	QC Manager (Area 2)	Skanska-Granite-Lane JV (SGL)
<a href="mailto:mheiligenstein@ctrma.org">mheiligenstein@ctrma.org</a>	Mike	Heiligenstein	Craig Humphreys	183A Turnpike DB, Austin, TX	Quality Control Supervisor	Hill County Constructions (Granite-JD Abrams JV)
<a href="mailto:twarne@tomwarne.com">twarne@tomwarne.com</a>	Tom	Warne	Craig Humphreys	I-15 Reconstruction, Salt Lake City, UT	Quality Control Inspector (began as Lab Supervisor/Field Tech)	Kiewit-Granite JV
<a href="mailto:bp07@ridemetro.com">bp07@ridemetro.com</a>	Bryan	Pennington	Craig Humphreys	METRO Solutions Light Rail Transit Project (Phase II) Houston, TX	Quality Control Manager (North Corridor)	Washington Group-Granite JV (Granite)
<a href="mailto:loreen.bobo@dot.state.fl.us">loreen.bobo@dot.state.fl.us</a>	Loreen	Bobo	Larry Hirchak	I-4 Ultimate P3, Orlando, FL	Safety Director	Skanska-Granite-Lane JV (SGL)
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